

Corporate **Governance** Statement

2024

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Introduction

The Australian Mining and Automotive Skills Alliance (AUSMASA) is one of the ten Jobs and Skills Councils (JSCs) established by the Australian Government to provide industry with a strong, strategic voice in ensuring Australia's vocational education and training (VET) sector delivers better outcomes for learners and employers to the Mining and Automotive Industries. Effective governance is critical to the Alliance's ability to deliver on our purpose and strategy.

AUSMASA is committed to continuously improving our governance practices and aligning with the commitments of the JSC. The Board's role is to represent the mining and automotive industries by setting the strategic direction and fostering a reflective, risk-aware and accountable culture. This enables the identification of VET sector outcomes that promote collaboration, enhance training and assessment practice, and provide valuable insights on issues impacting our industries.

This statement describes AUSMASA's key governance arrangement and practices for the reporting period ending 30 June 2024. AUSMASA must comply with the Corporations Act 2001 (Cth) (Corporations Act), Stage 2 Grant Agreement, the JSC Integrity Framework and Program Guidelines. The Board regularly reviews and refines its corporate governance arrangements and practices, considering new laws and regulations, evolving requirements, and guidance from the Department of Employment and Workplace Relations (DEWR).

This Annual Corporate Governance Statement is current as of 1 July 2024 and is approved by the board.

Acknowledgement of Country

We acknowledge the Traditional Custodians of Country throughout Australia and their continuing connection to land, waters, skies and community. We pay our respects to their Elders past and present, and to their community leaders, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

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AUSMASA is committed to continuously improving our governance practices and aligning with the commitments of the JSC Program.





Guided by our Vision, Focused on our Purpose

AUSMASA's purpose is to empower industry to develop essential workforce capabilities for today and tomorrow. Our priority is to address the skills and workforce challenges of the mining and automotive industries by bringing together key stakeholders, such as employers, unions, and governments, to find collaborative solutions.

We aim to deliver on our purpose by focusing on four key pillars:

- **Workforce planning:** We engage with industry leaders and training providers to anticipate future workforce needs, ensuring skills are developed where they are most needed.
- **Training product development:** We tailor training products to meet industry-specific requirements, ensuring high-quality, industry-relevant skills training.
- **Implementation, promotion, and monitoring:** We drive the delivery of training solutions and continuously monitor their effectiveness to ensure positive outcomes for learners and employers.
- **Industry stewardship:** As stewards of the workforce development sector, we promote long-term sustainability by fostering innovation and driving improvements in industry practices.

Underpinning our Strategic Pillars

Two foundational building blocks strongly support our strategic pillars:

- **Collaboration:** We recognise that success is achieved through collaboration with our stakeholders, including industry partners, unions, governments, and training providers. Together, we strive for impactful and lasting workforce solutions.
- **Data-driven decision-making:** We leverage workforce analysis and data insights, particularly through our partnership with Jobs and Skills Australia, to make informed decisions and address skill gaps effectively.

Guided by our Vision, Focused on our Purpose

By focusing on what matters most to our stakeholders and prioritising collaboration and data-driven planning, we are confident that AUSMASA will continue to deliver on its vision to create an industry-ready workforce, ensuring long-term value for the mining and automotive sectors.

Our Values

Core to AUSMASA's purpose is the commitment to fostering strong relationships with our stakeholders, including industry leaders, training providers, unions, and government agencies. Our values define how we operate and interact, shaping the inclusive and innovative culture we aspire to. They guide our decisions and daily actions as we deliver solutions for Australia's workforce.

Our values are:

- **Authenticity:** We do what we say we'll do and have the courage to share our thoughts openly, encouraging transparent and honest communication.
- **Collaboration:** We believe in the power of working together. By embracing diverse perspectives, we ensure better outcomes for all stakeholders.
- **Empathy:** We listen and show care for our colleagues and stakeholders, ensuring a respectful and supportive environment.
- **Fairness:** We treat everyone equally, promoting integrity and respect in all our dealings.
- **Purpose:** We are committed to achieving our goals and delivering on our mission, driven by a clear direction and an unwavering commitment to our strategic objectives.



Our vision is

**To empower industry to
develop the essential
workforce capabilities for
today and tomorrow.**



AUSMASA fosters strong stakeholder relationships and operates with authenticity, collaboration, empathy, fairness, and purpose to deliver workforce solutions.

Jobs and Skills Councils Integrity Framework

AUSMASA has applied the principles of the Jobs and Skills Council's Integrity Framework to its governance structure. The governance structure has adopted the JSC five key principles to integrate integrity into AUSMASA's responsibilities, as well as other policies and program documentation. This ensures high-quality outcomes for learners, industry, training providers, and the economy.

The Integrity Framework has ensured that integrity is central to all aspects of AUSMASA activity, from governance arrangements to a focus on excellence, transparency, and continuous quality improvement. Minimum standards of behaviour include openness and transparency in decision-making, ethical conduct, and managing conflicts of interest appropriately while balancing the interests and needs of learners and other industry stakeholders.

The five key principles are:

- **Openness and Transparency**
Transparency is the default position for all actions, including around decisions, appointments, reporting and communication.

- **Engagement and Facilitation**
engagement across the system is comprehensive, honest and balanced in its reflection of stakeholders' views, adjusts for different jurisdictional perspectives, and provides transparency in how feedback is addressed.

- **Focus on Learner Outcomes**
training products and the learning environment ensure learners realise their potential, promote lifelong learning, support labour market mobility and transferrable skills, and decision-making accounts for the interests of learners and industry.

- **Ethical Behaviour**
An integrity culture is embedded and integrated system wide. Fraud, corruption and improper conduct is prevented or addressed, and decisions or actions across the system are not influenced by personal or private interests.

- **Responsibility and Accountability**
Clearly defined roles, responsibilities and controls will be embedded across the standards, policies and performance management tools.

By setting clear expectations and defining roles and responsibilities, the Integrity Framework strengthens the accountability of AUSMASA. These tools and levers govern how AUSMASA is structured and operated, develops high-quality training products, and ensures that public interest drives outcomes.

These arrangements will complement broader frameworks, including the VET Quality Framework, that shape and guide VET.

Governance Framework

The Board’s Governance Framework is based on accountability, effective delegation and adequate oversight to support sound decision-making.

The Board are committed to high standards of corporate governance in line with the JSC Integrity Framework and believe a robust corporate governance framework to be central to AUSMASA’s success. We are committed to maintaining and building on the confidence of our members and stakeholders as we continue to strive to achieve our vision and mission.

This Corporate Governance Statement sets out AUSMASA’s corporate governance framework for the financial year ended 30 June 2024 (‘FY24’ or ‘reporting period’), including the key policies and practices. AUSMASA complies with the Corporations Act 2001, Stage 2 Grant Agreement, the JSC Integrity Framework and Program Guidelines. The Board regularly reviews and refines its corporate governance arrangements and practices, considering new laws and regulations, evolving requirements, and guidance from the Australian Government and DEWR.

Members

AUSMASA’S Board of Directors

The Board’s role is set out in the Board Charter. The Board:

- Leads and oversees the organisation.
- Approves strategic direction.
- Sets risk appetite and exercises reserved powers.
- Board Committees are delegated duties to assist the Board exercise its role.

Remuneration (and Nomination) Committee	Finance, Audit and Risk Committee
<ul style="list-style-type: none"> • Reviews Board and committee composition. • Executive remuneration, renewal. • Succession planning. 	<ul style="list-style-type: none"> • Oversees financial reporting. • Audit process. • Effectiveness of controls. • Risk management framework. • Independent advice and assurance is provided by an external auditor.

Chief Executive Officer

- Accountable for day-to-day management of AUSMASA and execution of strategy consistent with its values.

Executive Leadership Team

- Ensures effective governance, risk control, and alignment with strategic goals and policies.



Further information about our corporate governance framework and practices can be accessed on our website ausmasa.org.au

Board of Directors

The AUSMASA board is composed of eligible Directors appointed under the terms of the AUSMASA Constitution. The Board is responsible for AUSMASA's successful operations, determining policies, practices, management, and operations and ensuring compliance with contractual, statutory, and legal obligations. The Board's primary task is driving AUSMASA's performance with key functions, including leadership, strategic planning, and overseeing budgets and compliance.

The Board delegates certain powers to Board Committees to help fulfil its roles and responsibilities. It also appoints the Chief Executive Officer (CEO). The board has delegated the management of AUSMASA to the CEO, except for those matters expressly reserved to the Board or its Committees. The CEO, in turn, may delegate some of those powers to the Executive Leadership Team and any other officers under the instruments of delegation. Regardless of any existing delegations by the CEO, the CEO remains accountable to the Board for exercising the delegated powers and management's performance.

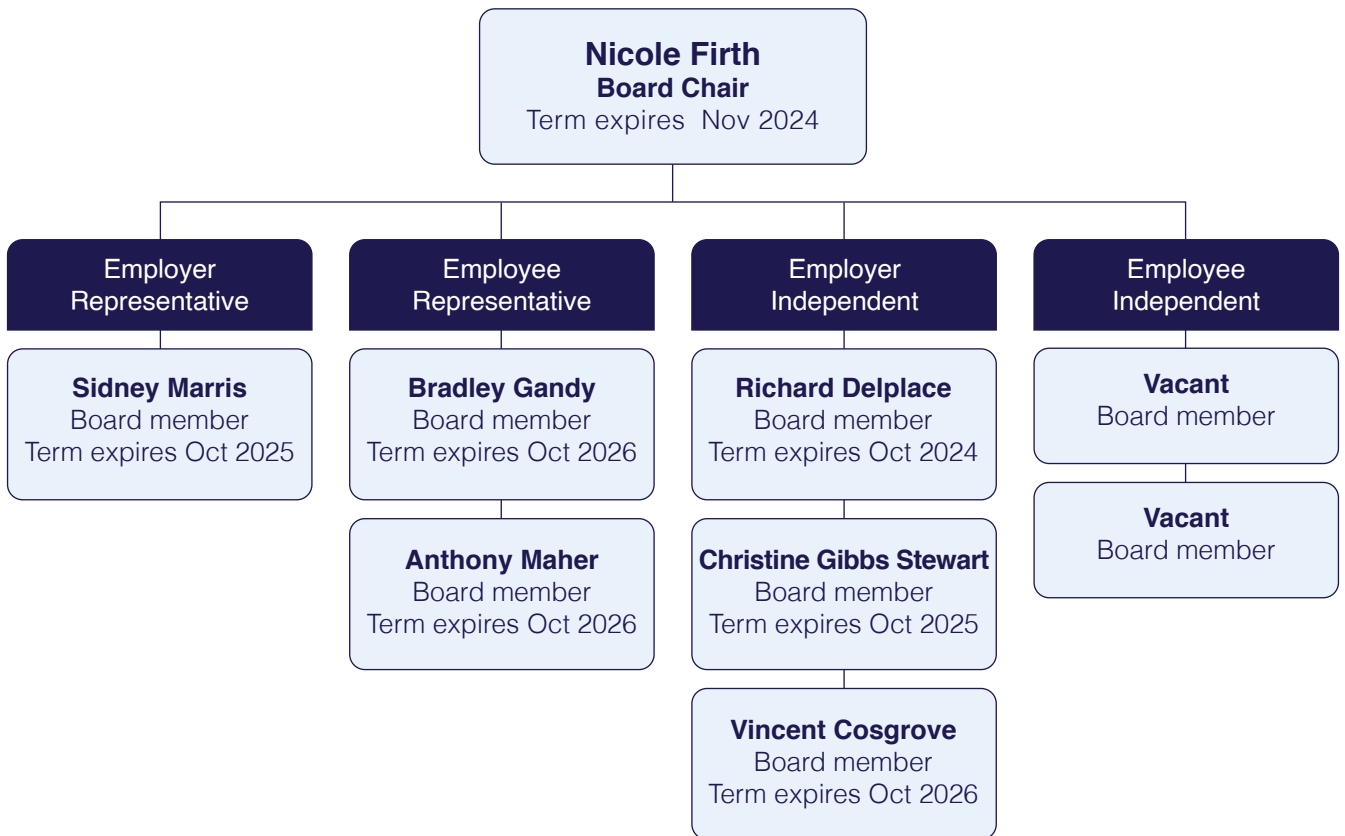
The primary purpose of the Board is to ensure sound and prudent management of AUSMASA, provide leadership and strategic guidance, and deliver AUSMASA's purpose, which is showcased within the Strategic Plan 2023-2028, summarising the core priorities.

The Board Charter outlines the role, responsibilities, and composition of the Board and how it discharges its responsibilities. The Charter also sets out the respective roles and responsibilities of the Board and management, including matters expressly reserved to the Board and those delegated to management. The Directors adhere to the Board Conflicts of Interest Policy and disclose conflicts in a Register of Interest maintained by the Company Secretary.

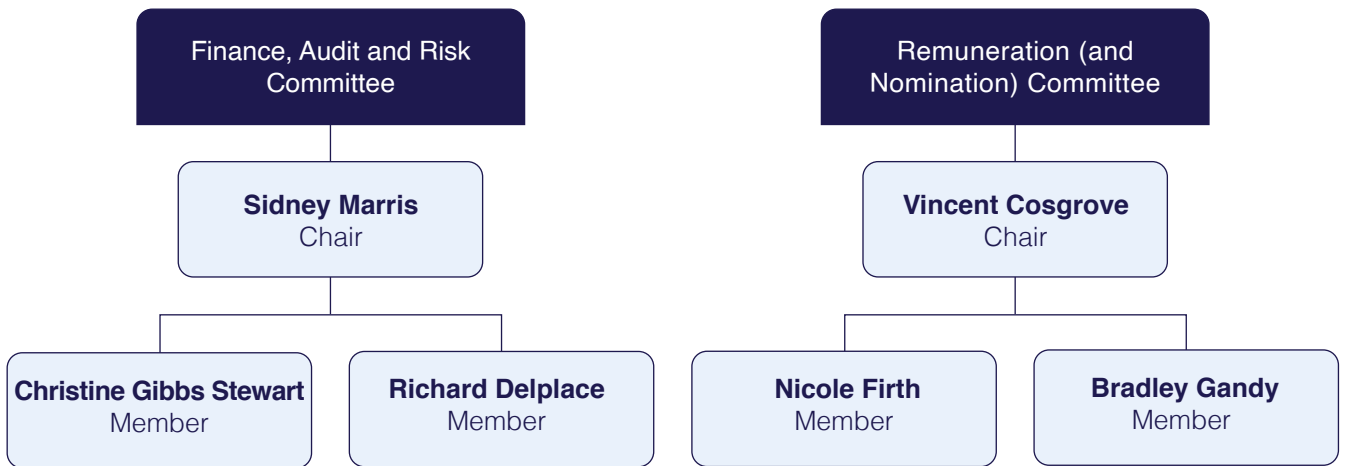
The Board regularly reviews the balance of skills, experience, and diversity. Eligibility criteria for Directors include practical experience in the Australian resources sector (including minerals and automotive) and expertise in accounting, finance, marketing, law, corporate governance, vocational education, or technology. Their duties encompass strategic direction, financial solvency, legal compliance, significant policy matters, industrial relations and quality assurance.

Directors must always act in the best interest of AUSMASA.

Current Directors	Independent/Representative	Appointed	Length of Service
Nicole Vanessa Firth	Employer Independent	September 2021	2 years, 9 months
	Chair	November 2023	8 months
Christine Gibbs Stewart	Employer Independent	September 2021	2 Years, 9 Months
Sidney Joseph Marris	Employee Representative	September 2021	2 Years, 9 Months
Bradley Alan Gandy	Employee Representative	February 2023	1 year, 5 Months
Anthony John Maher	Employee Representative	February 2023	1 year, 5 Months
Vincent Cosgrove	Employer Independent	February 2023	1 year, 5 Months
Richard Delplace	Employer Independent	April 2023	1 year, 3 Months
Vacant	Employee Independent		
Vacant	Employee Independent		



 Full biographies are available on our website ausmasa.org.au



The Board's Key Responsibilities

- Sets AUSMASA's strategic objectives and risk appetite and approves the Code of Conduct to establish expectations for the Organisation's values and desired culture.
- Endorses the strategic plans and approves the financial plans to be implemented by management.
- Oversees the Risk Management Plan and its operation by management.
- Sets the risk appetite within which the Board expects management to operate and approves the Risk Appetite Statement (RAS).
- Approves the Risk Management Activities (RMA) and any key risk frameworks and policies for managing financial and non-financial risks reserved for the Board.
- Approves the full-year financial statements and reports.
- Considers the social, ethical and environmental impact of AUSMASA's activities.
- Assess the performance and succession planning of the CEO and the CEO's direct reports (in conjunction with the Remuneration & Nominations Committee).
- Approves the remuneration arrangements for the CEO and the CEO's direct reports, including key performance measures and outcomes and termination payments as required.
- Approves the Equal Opportunity and Diversity Policy.
- Oversees and monitors relevant governance frameworks; and
- Approves relevant Occupational, Health & Safety (OHS) policies and monitors OHS matters.

The Chair's Responsibilities

The Chair fosters an open, inclusive and, where appropriate, robust discussion and debate by the Board.

- Maintains a regular, open and constructive dialogue with the CEO and management, serving as the primary link between the Board and management.
- Represents the views of the Board and AUSMASA to stakeholders, regulators and the community.
- Liaises with the Company Secretary about the Board's information requirements to assist the Board with effective decision-making and
- Sets the Board agenda with the CEO and the Company Secretary, ensuring that appropriate time and attention are devoted to matters within the board's responsibilities.

Ms Nicole V. Firth, appointed on 1 November 2023 for a twelve-month term, is the AUSMASA chair.

Company Secretary

The Company Secretary facilitates AUSMASA's corporate governance processes and is primarily responsible for ensuring that the Board processes and procedures run efficiently and effectively. The Company Secretary, through the Chair, is accountable to the Board on all governance matters and reports directly to the Chair as the Board's representative.

The AUSMASA company secretary is Mr Nick Bartik.

Chief Executive Officer

The CEO, Dr Gavin Lind, is appointed by the AUSMASA board and holds office as specified in the CEO contract. He is responsible for delivering the strategic vision, planning and performance, and leadership and for working collaboratively with key stakeholders as the spokesperson to efficiently provide sustainable and positive outcomes for all stakeholders.

The CEO leads the executive team, delegating responsibilities and ensuring all team members work cohesively to achieve organisational objectives.

- Instilling the AUSMASA Code of Conduct, culture and values.
- Implements the strategic, business and financial objectives and plans, exercising delegations as appropriate.
- Analyses the impact on strategic objectives and financial position when allocating resources or capital, approving expenditures or making financial decisions.
- Assesses reputational consequences of decisions or actions taken.
- Implements processes, policies and systems together with appropriate controls to manage the operations and risk of AUSMASA effectively and
- Ensures the timely preparation, presentation, adequacy and integrity of information provided to the Board, enabling it to carry out its responsibilities.
- Builds and maintains a healthy and safe workplace environment.
- Manages and reports conflict of interest.

Board Committees

The Board has two principal Committees that assist it in carrying out its responsibilities. These are the:

- Finance, Audit & Risk Committee and
- Nominations & Remuneration Committee.



The Charters are at our website ausmasa.org.au

Finance, Audit and Risk Committee

MEMBERS

Members as of 30 June 2024.

Sidney Marris (Chair), Christine Gibbs Stewart, Richard Delplace

Introduction

The AUSMASA Board's Finance, Audit, and Risk Committee will assist the Board in discharging its responsibilities regarding AUSMASA's financial management and performance reporting, risk and control frameworks, and the organisation's external financial reporting responsibilities.

Must

- Act in the best interests of AUSMASA
- Apply good analytical skills objectively and with sound judgment.
- Maintain confidentiality with all AUSMASA-related documents and information that are not publicly available or have yet to be published.
- Freely express opinions respectfully, constructively, and openly raise issues related to the Committee's responsibilities.
- No member of the Committee shall have a personal financial or non-financial interest in the committee's decisions, findings, or recommendations to the AUSMASA Board.

Remuneration (and Nomination) Committee

MEMBERS

Members as of 30 June 2024.

Vincent Cosgrove (Chair) Nicole Firth, Bradley Gandy.

Introduction

The Mining and Automotive Skills Alliance Ltd (AUSMASA Board's Nomination and Remuneration Committee) has been established as a subcommittee to oversee and monitor CEO performance, succession planning, director selection, and development and provide recommendations to the board about Remuneration policy, annual salary increases, and incentives paid to the CEO and other AUSMASA employees.

Must

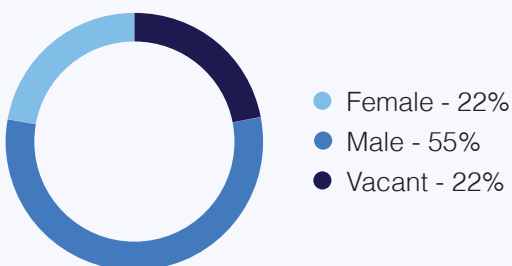
- Selection and appointment of Board members and CEO
- Matters relating to the compensation, bonuses, incentives and remuneration issues of the Directors, CEO and staff
- Recommendations relating to Board, skills, development and performance.
- The company's remuneration and incentive policies, practices and performance indicators and ensuring that they are aligned with the board's vision, values and overall business objectives.
- Demonstrating a clear relationship between remuneration and the achievement of the company's objectives and CEO and staff performance.
- Ensuring that CEO and senior executive succession plans are in place.
- Evaluating the performance of the CEO and senior executives.

Board Composition

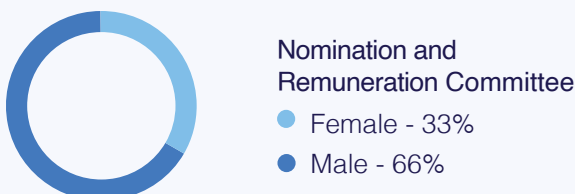
Non-executive Directors must have the relevant skills and experience, and represent diverse views and thinking. This supports sound decision-making and assists the Board in effectively discharging its responsibilities.

As of the date of this Statement, 20% of the Board is female, with two vacancies. The Board composition includes longer-serving Directors with deeper knowledge, including representation of the former entity AUSMESA and of AUSMASA operations and history, as well as newer Directors who bring fresh perspectives and inquiries from both automotive and mining industries.

Board Diversity



Board Committees



Performance Evaluation

The Board recognises the importance of continuously monitoring and improving its performance and that of its committees. Under its Charter, the Board must assess its performance annually, which was completed this year in November 2023.

The Board considers its performance's ongoing development and improvement as a critical input to effective governance. As a result, the Board undertakes an annual evaluation of Board and individual performance with dates agreed to as part of the Board Work Program. The performance of the Board and individual Directors is assessed against a range of qualitative and quantitative criteria.

The Board may engage an independent advisory firm with expertise in board assessment to facilitate the process, or the evaluation may be done in-house. The method that guides evaluation is designed to ensure that those evaluated clearly understand performance expectations before the evaluation period.

The key elements of the performance evaluation period process are:

- The process should be objective and independent.
- The process should encourage open and constructive discussion about performance.
- The Board should establish key goals to be achieved by the performance evaluation process and
- Each performance assessment should remain confidential

Board Renewal

The Board has succession plans to facilitate the orderly transition of Directors.

Board Skills

The Board uses a Skills Matrix (Matrix) that sets out the skills and experience considered essential to the effectiveness of the Board and its Committees. The matrix is reviewed annually to ensure the prescribed skills and experience address AUSMASA's existing and emerging organisational and governance issues.

The Matrix is also used to guide the identification of potential director candidates as part of the ongoing Board renewal process.

Board Succession

We currently have two vacancies for Employee Independent Board members. As the Employee eligibility pool is limited to four, this presents an issue that is being managed.

We have a rolling schedule of terms ending, ensuring at least one vacant position is available for nomination each calendar year. In 2024, at our annual AGM, we will seek nominations for Board Chair and Employer Independent Board Member. Should a Board member step down before their term of appointment ends, this becomes a casual vacancy for the remainder of the term. They can be reappointed through a nomination process at the AGM. The Board can appoint a casual vacancy; however, if the vacancy is for an Independent Director, the casual vacancy must be filled by an Independent Director.

Director Development

A commitment to ongoing professional development is a commitment to the continuing improvement of AUSMASA. Therefore, Directors need to develop themselves and update their knowledge continuously to attain the levels of competence they demand. The Board has allocated an annual budget for Directors to participate in training and professional development programs. Directors must undertake professional development, including conferences, memberships, forums, and courses.

Director Appointment and Re-Election

The Board, with the assistance of the Remuneration (and Nomination) Committee (RNC), conducts a formal selection process before appointing new Non-Executive Directors. Upon the Committee's recommendation, the Board evaluates Director candidates according to the AUSMASA Board Charter's director appointment criteria.

A formal and transparent procedure for selecting and appointing new Directors to the Board helps to engender confidence in the process. The Board considers the appointment of new Directors but may be delegated to a committee where appropriate. The Board will approve a policy that sets out how it selects Directors, with potential candidates being considered based on the criteria developed by the Board.

New Directors will undergo a full induction into their role on the Board. Information conveyed to new Directors includes:

- A copy of all AUSMASA Board policies, including the Board Constitution and this Board Charter.
- Details of the roles and responsibilities.
- An overview of conduct and contribution expectations.
- Details of all relevant legal requirements.
- Details of past, recent, and likely future developments relating to the Board.
- Background and contact information for key people in the organisation, along with an outline of their roles and capabilities.
- An analysis of the current environment, and
- A synopsis of current strategic directions, including a formal letter of appointment that includes their appointment term and remuneration.

Board Remuneration

Remuneration caps are set using the equivalent rates set by the Australian Government Remuneration Tribunal (the Tribunal) for part-time office holders. Subsequently, these rates varied by 4% from 1 July 2023, as reflected in Schedule 3, clause 2.8 a) and b) of the Grant Agreement. Rate caps paid to AUSMASA board members reflect the Remuneration for Holders of Public Office as per below:

The total gross remuneration in the 2023-2024 financial year is \$21,600.00 as follows:

- Chair and Director, Nicole Vanessa Firth \$12,000.00
- Director, Sidney Joseph Marris \$9,600.00
- The remaining Directors do not draw remuneration from AUSMASA.

Board and Board Committee Meetings

Appendix B of this statement sets out the number of Board and Board Committee meetings held in the 2024 financial year and each Director's attendance at those meetings.

Steps are being taken to address Board vacancy and composition.

Board Succession

The Board has succession plans to facilitate the orderly transition of Directors, and AUSMASA currently has two vacancies for Employee Independent Board Members. As the Employee eligibility pool is limited to four (4), this presents an issue that is being managed.

Skills

AUSMASA has identified that the current board composition reflects skills gaps in accounting, ICT, legal public policy and representation from the Automotive Sector.

Board Appointment

Board appointments are not solely based on skills criteria; however, the Board requests nominees to provide a skills self-assessment, which is included in our matrix and will be used to address current gaps.

Board Performance

The Board recognises the importance of continuously monitoring and improving its performance and that of its committees. Under its Charter, the Board must assess its performance annually, which was completed through a formal review last year in November 2023.

Prior to the next review scheduled for November 2024, the Board will build a plan to address gaps in gender diversity and skills and attract candidates from our membership and Industry who meet the missing criteria.

Awareness and cultural change

- An education and awareness program to showcase the success of AUSMASA for presentation at Industry seminars, conferences and membership forums will assist in attracting candidates from the Automotive industry.
- Addressing gender gaps in the automotive and mining industries requires a multifaceted approach to devising tactics and a solution for the current Board vacancies and across the JSCs.
- Engagement across the JSCs to understand Board composition in other alliances.
- Attraction models include remuneration, professional development funding, scholarships or grants, and participation in leading governance bodies, including networking opportunities and mentorship programs.
- Launch of campaigns to raise awareness about participation as a Board member in the JSC program, and using key insights extracted from the 2024-2025 Future Made in Australia Building Women's Career Program – supporting women to make VET-based careers.

Diversity and Inclusion actions

AUSMASA has undertaken the activities noted below to demonstrate our commitment to diversity and inclusion. To further progress gender balance, diversity, equity, and inclusion, we have developed a strategy outlined in our policies and further actions across the organisation.

The AUSMASA board has completed comprehensive training on positive duty and has a clear understanding of our expectations and obligations. A thorough review of activities and actions across the seven standards has resulted in the integration of new policy measures and enhanced training programs. We have established robust guidelines to address misconduct and respond effectively to complaints, including those related to sexual harassment. These initiatives underscore our dedication to maintaining a workplace culture grounded in respect and accountability.



Membership

AUSMASA membership allows the motoring and mining industry to influence positive change in national skills and workforce development in collaboration with industry, governments, and educators. Members contribute to and discuss workforce capability requirements in the mining and automotive industries, offering a platform to influence positive change.

Benefits of membership include:

- Alignment of organisations with the JSC for the mining industry and automotive industry.
- The ability to influence positive change in national skills and workforce development.
- Broad industry representation and voice.
- Subscription to AUSMASA's monthly newsletter, "The Journey", which connects the industry with the latest automotive and mining industry news and events.
- A digital badge for AUSMASA members that can be displayed on LinkedIn, promoting networking and connectivity.

Full details of the AUSMASA membership list, including name, organisation, class, and start and cease dates, can be found in Appendix E.

Total Members as of 30 June 2024: 64

Total Ordinary Members as of 30 June 2024: 23

Total Associate Members as of 30 June 2024: 41

Policies

The AUSMASA governance framework reflects the requirements of the JSC Code of Conduct by promoting integrity, requiring continuous improvement of our governance practices, and aligning with all commitments of the JSC. There are three key areas of alignment.

- **JSC Code of Conduct:** This code sets clear expectations regarding the behaviour and decision making of AUSMASA and their Directors, advisory committee members, employees, contractors, subcontractors, and agents. It emphasises integrity, professionalism, respect, fair and transparent professional standards, and best-practice stakeholder engagement, governance, and reporting.
- **Ethical Obligations and Standards:** The Code of Conduct identifies the ethical obligations and expected standards of AUSMASA and its associated personnel. It also imposes internal governance practices directed toward minimising the prospect of breaches.
- **Compliance:** Compliance with this Code of Conduct is a binding obligation under the grant funding agreements for the Jobs and Skills Councils Program.

Policies guide decision-making, and AUSMASA remains focused on enhancing the policy framework to ensure that our policies, supporting procedures, and guidelines are fit for purpose.

AUSMASA Code of Conduct

The AUSMASA Code of Conduct sets the standards of behaviour, actions, and decisions expected of our people, including the Board, advisory committees or panels, subcommittee members, employees, contractors, subcontractors, and any other party engaged with AUSMASA.

Our Code of Conduct governs how we relate to one another and all our stakeholders. As an organisation, we strive to act ethically and responsibly, promoting the mission and vision of the organisation while acting in good faith.

In our dealings with all stakeholders, internal and

external, we act with honesty, integrity, respect, diligence, and fairness. We conduct all our business with transparency and openness, in line with our key vision, mission, and values.

Our stakeholder engagement information is available to all staff and, upon request, our Board, using our stakeholder management system Borealis. Borealis gives us live and accurate information on our stakeholders, engagements, outcomes, and actions.

Anti-Bribery and Corruption

AUSMASA is committed to fostering a culture where our people and others feel safe to speak up on matters or conduct that concerns them. The Whistleblower Policy clarifies how AUSMASA will support and protect our people and others to express their concerns, as well as how concerns can be raised and managed.

Conflicts of Interest

The AUSMASA Code of Conduct sets the standards of behaviour, actions, and decisions expected of our people (including the Board). The Conflicts of Interest Policy ensures that actual, perceived, or potential conflicts of interest are identified, managed, or prevented. The policy outlines the organisational and administrative arrangements to support identifying and managing conflicts of interest.

Environmental Sustainability

The AUSMASA Environmental Sustainability Policy details our commitment to managing environmental and social risks, including climate change, human rights and modern slavery. During the 2023 financial year, AUSMASA published its first Modern Slavery Statement in compliance with Australia's Modern Slavery Act 2018 (Cth.).

Modern Slavery

AUSMASA is committed to complying with the Modern Slavery Act 2018 (Cth.) (the Act) by ensuring all individuals working on behalf of AUSMASA are aware of AUSMASA's commitment to the prevention, detection, and reporting of modern slavery in all its forms in any part of the operation or through supply chains.

Equal Opportunity and Diversity

The AUSMASA Equal Opportunity and Diversity Strategy outlines our approach and commitment to inclusion and diversity. It reflects our commitment to ensuring equality and promoting diversity in the workplace. It promotes a healthy, innovative, and productive workplace where everyone is treated with respect and consideration.

The Strategy underscores our dedication to promoting diversity, equity, and inclusion across all levels. It establishes a roadmap for cultivating and rewarding a culture that embraces diversity and inclusivity, extending to executives, employees, stakeholders, and all participants in our functions as a JSC. The strategy will aim to address Aboriginal and Torres Strait Islander peoples, cultural and linguistic diversity, experiences and working styles, gender equality, disabilities, and LGBTQIA+.

Under the strategy and in accordance with the Board Charter, the Board is responsible for approving the Equal Opportunity and Diversity Strategy and setting and annually assessing measurable objectives related to diversity and progress towards achieving them (in conjunction with the Remuneration & Nominations Committee).

Whistleblower

AUSMASA is committed to fostering a culture where our people and others feel safe to speak up on matters or conduct that concerns them. AUSMASA has recognised that any genuine commitment to detecting and preventing illegal and other undesirable conduct must include, as a fundamental cornerstone, a mechanism whereby employees and others can report their concerns freely and without fear of repercussion.

This Whistleblower Policy supports AUSMASA's values by helping deter wrongdoing and encouraging disclosure of wrongdoings.

Alliance Governance

The Board has adopted a suite of entity governance policies and associated documents, which includes the following:

- The AUSMASA Constitution outlines the corporate governance practices and principles that apply, including director and officer responsibilities, board governance, and information flow.
- Board Charter, which defines the corporate governance standard for the appointment, renewal, evaluation, performance and removal of Directors to the Board and other boards within AUSMASA; and
- Board Director Remuneration, which details the corporate governance, legal and regulatory requirements that apply to the formation, ongoing maintenance and de-registration within AUSMASA.



All AUSMASA policies can be accessed on our website ausmasa.org.au

Risk Management and Assurance

We often work in and with evolving, dynamic and complex environments to achieve our strategic objectives. The more complicated our work, the more we must consider our challenges and anticipate changes in our internal and external environment. Risk management provides us with a framework to identify, monitor, and manage these challenges by undertaking activities that reduce the likelihood of risk events occurring or reduce the impact if they occur.

Risk Governance

AUSMASA monitors and manages its exposure to financial, non-financial, and strategic risks. It is committed to risk management policies, processes, and practices that support a high standard of risk governance while enabling management to undertake prudent risk-taking activities.

AUSMASA has adopted the best practice management of ISO 31000:2018, Risk Management Guidelines, the international standard for risk management, and the Australian federal government Comcover Risk Management Benchmarking Program to manage risk with its plan, policy & procedures.

Risk Environment

Effective risk management involves collaboration across separate roles within AUSMASA to implement and sustain the alliance's overall health and sustainability. The risk management framework is a life cycle of continuous monitoring; it contains five (5) steps to identify, measure, manage, monitor, and report risk within AUSMASA, ensuring the language and approach are in line with the strategy to define, enhance, optimise, and foster.

The Risk function is within the Operations team, which plays an essential role in leading, embedding, and sustaining a positive risk culture. Risk categories refer to the types of risk AUSMASA may face during daily operations, providing a systematic and comprehensive approach to identifying, assessing, and mitigating risk within each category: Strategic, Financial, Operational, Reputation, People, and Legal Compliance.

Risk Management Plan

AUSMASA prioritises elevating and embedding risk maturity for successful project execution and sustainable results; the risk management plan facilitates organisational resilience across:

- Alignment with strategic objectives - by systematically assessing and managing risks, the Risk Management Plan (RMP) can proactively address potential threats and seize opportunities, ultimately enhancing its chances of achieving strategic goals.
- Risk maturity contributes to better performance outcomes; effective risk management allows for informed decision-making, optimised resource allocation, timely course corrections, and
- Value for money. By identifying and mitigating risks early, the initiative minimises costly disruptions, avoids wastage and maximises the efficient use of resources.

The comprehensive risk plan and framework will be developed using sophisticated best practices, appetite will be applied, and critical decisions will be prioritised to meet the strategic objectives.



Internal Audit

The Internal Audit role is to provide independent and objective assurance and related consulting services to management and the Finance, Audit and Risk, and Remuneration (and Nomination) Committee. An internal audit program has not yet started.

External Auditor

External audit is essential in ensuring the responsible use of grant funds. Promoting accountability, transparency, and compliance helps safeguard the integrity of the JSC programs and strengthens the relationship between grant recipients.

Chartered Accountants Kelly Partners + Berger Piepers performed an independent audit of Annexure B to Schedule 4 Stage One grant acquittal form of Mining and Automotive Skills Alliance Ltd for the funding period commencing on 28 November 2022 and ending on 30 June 2023.

CEO Declarations

Before the Board approved full-year financial statements for 2024, the CEO provided the Board with written declarations that in their opinion:

- AUSMASA's financial records have been adequately maintained in accordance with the Corporations Act 2001 (Cth) (Corporations Act).
- the financial statements and notes comply with the accounting standards and give an accurate and fair view of AUSMASA's financial position and performance and
- The declarations are based on a sound system of risk management and internal control that is operating effectively.

Governance Issues or Significant Risks

Governance Issue

The Mining and Automotive Skills Alliance (AUSMASA) has had no significant governance issues, material conflicts of interest, or ethics violations.

Two (2) current board vacancies are low to medium risk. Under the AUSMASA constitution, these vacancies are for employee members. Without full representation, board decisions may be perceived as at risk.

Steps Taken to Manage the Governance Issue

To minimise this risk, the Remuneration & Nominations Committee have identified a candidate nominated by the Mining and Energy union.

AUSMASA is also seeking an independent candidate to be considered by its employee members. Based on the equity requirements of the program and the JSC's constitution, the remaining board members will need to be female.

Significant Risk that Materialised

No significant risks materialised during the last quarter.

Steps Were Taken to Manage the Significant Risk that Materialised.

Subcommittees have been established, such as the Remuneration (& Nominations) Committee and the Finance, Risk, and Audit Committee, to oversee related matters and provide recommendations to the Board on managing and mitigating risk.

Formal Declaration

The Mining and Automotive Skills Alliance declares that it complied with the JSC Code of Conduct for the preceding year, 12 December 2023 to 30 June 2024.

The JSC declares that the information contained in this Statement is (to the best of its knowledge) accurate, complete and not misleading and that the JSC understands that giving of false or misleading information is a serious offence under the Criminal Code Act 1995 (Cth).

The Annual Corporate Governance Statement has been approved by the Board of Directors.

Appendix A: Board Skills Matrix

	Nicky Firth (Chair)	Chris Gibbs Stewart	Sidney Marris	Brad Gandy	Tony Maher	Vincent Cosgrove	Richard Delplace	Position 8	Position 9	Current Skills	Ideal Minimum
 Understands the Role of a Director: Demonstrates a thorough understanding of the legal and ethical responsibilities of a company director, including fiduciary duties, stakeholder engagement, and effective oversight of corporate strategy and risk.	●	●	●	●	●	●	●			7	9
 Public Speaking experience: Proven ability to articulate complex ideas and strategies clearly and confidently in public forums, including shareholder meetings, industry conferences, and media appearances.	●	●	●	●	●	●	●			7	4
 Chairing Meetings: Skilled in leading board and committee meetings, ensuring effective discussion, decision-making, and adherence to governance protocols, while fostering inclusive participation from all members.	●	●	●	●	●	●	●			7	5
 Strategic Planning: Expertise in developing and executing long-term strategic plans that align with organisational goals, ensuring adaptability to market trends and evolving industry landscapes.	●	●	●	●	●	●	●			7	6
 Risk Governance: Proficient in identifying, assessing, and managing risk, ensuring robust governance frameworks are in place to mitigate potential threats and safeguard the organisation's assets and reputation.	●	●	●	●	●	●	●			7	7
 Global Experience: Experience in navigating international markets and regulatory environments, with an understanding of global business dynamics and the ability to apply cross-cultural insights to corporate strategy.	●	●			●	●	●			5	3
 Systems Thinking: Capable of understanding the interrelated components of an organisation, using a holistic approach to address complex challenges and foster continuous improvement in organisational performance.	●	●	●	●	●	●	●			7	6
 Culture and Capability: Skilled in cultivating a positive organisational culture that supports innovation, diversity, and continuous learning, while enhancing workforce capability and productivity.	●	●	●	●	●	●	●			7	9
 Governance in complex contracts: Expertise in overseeing governance structures within large-scale, multi-party contractual agreements, ensuring compliance, performance, and risk management.	●	●	●	●	●	●	●			7	3
 Workplace Relations: Experienced in managing employee relations, including navigating industrial agreements, dispute resolution, and promoting a harmonious and productive workplace environment.	●		●	●	●	●				5	3
 Employee Representative/Trade Union Engagement: Skilled in engaging with trade unions and employee representatives to ensure constructive dialogue, fair workplace practices, and alignment with corporate objectives.	●		●	●	●	●				5	1
 Finance/Commercial: Proficient in financial oversight, including budget management, financial reporting, and commercial decision-making that supports sustainable growth and shareholder value.	●	●	●	●	●	●	●			7	7

	Nicky Firth (Chair)	Chris Gibbs Stewart	Sidney Marris	Brad Gandy	Tony Maher	Vincent Cosgrove	Richard Delplace	Position 8	Position 9	Current Skills	Ideal Minimum
 Accounting: Expertise in interpreting financial statements and ensuring accurate financial reporting in compliance with regulatory requirements and accounting standards.				●						1	2
 Funds Management/Investment: Skilled in managing investment portfolios, assessing market opportunities, and ensuring prudent risk management in line with organisational financial goals.			●	●	●					3	4
 ICT: Knowledgeable in the governance of Information and Communication Technology systems, ensuring they support business objectives and remain secure, scalable, and efficient.							●			1	3
 Legal: Expertise in corporate law, including regulatory compliance, contract negotiation, and dispute resolution, ensuring the organisation's legal interests are protected.										0	2
 Public Relations/Media: Skilled in managing corporate communications and media relations, ensuring consistent messaging that enhances the organisation's reputation and stakeholder engagement.	●	●	●	●	●	●				6	6
 Marketing: Proficient in developing and implementing marketing strategies that align with organisational objectives, driving brand awareness and market growth.				●	●					2	3
 Sponsorship & Fundraising: Experienced in securing sponsorship and fundraising opportunities, building strategic partnerships to support the financial sustainability of the organisation.		●		●	●	●				4	4
 Environment & Sustainability: Expertise in integrating sustainability practices into business operations, ensuring the organisation's environmental impact is minimised and aligned with global sustainability standards.		●			●	●	●			4	6
 Workplace Health & Safety: Skilled in overseeing workplace health and safety policies and practices, ensuring compliance with regulatory standards and fostering a safe working environment.	●	●	●	●	●	●				6	7
 Technology Deployment & Innovation: Proficient in leveraging emerging technologies to drive innovation, operational efficiency, and competitive advantage.	●	●		●	●		●			5	6
 Learning Technologies: Expertise in the application of digital learning technologies to enhance workforce development and training, ensuring employees remain competitive in a rapidly changing environment.	●			●	●	●				4	6
 Stakeholder Engagement: Skilled in managing relationships with key stakeholders, including government bodies, industry partners, and communities, to ensure alignment with organisational goals.	●	●	●	●	●	●	●			7	6
 Strategic Workforce Development: Experienced in aligning workforce development initiatives with organisational strategy, ensuring talent management and succession planning support long-term success.	●		●	●	●	●				5	5

	Nicky Firth (Chair)	Chris Gibbs Stewart	Sidney Marris	Brad Gandy	Tony Maher	Vincent Cosgrove	Richard Delplace	Position 8	Position 9	Current Skills	Ideal Minimum
 Senior Public Sector Leader: Proven leadership experience within the public sector, with a deep understanding of government operations, policy-making, and stakeholder management.			●							1	5
 Senior Business Leader: Extensive experience in senior leadership roles within the private sector, demonstrating strong commercial acumen and the ability to drive organisational performance.	●	●	●			●	●			5	6
 Senior NFP Leader: Leadership experience within the not-for-profit sector, with a focus on mission-driven strategies, governance, and stakeholder engagement.		●	●	●	●					4	2
 Senior Community Leader: Demonstrated leadership within the community sector, fostering positive community relations and driving initiatives that deliver social impact.		●	●							2	2
 AICD Graduate / Attended AICD CDC: Completion of the Australian Institute of Company Directors course, demonstrating a commitment to governance excellence and continuous professional development.	●					●				2	3
 MBA: Completion of a Master of Business Administration, providing advanced skills in strategic management, leadership, and financial decision-making.		●	●			●				3	4
 Public Service: Experience in delivering services to the public, with an understanding of the nuances of public accountability, transparency, and service excellence.			●				●			2	3
 Professions & Services: Expertise across various professional services, with a focus on maintaining high standards of quality, ethics, and client satisfaction.	●	●		●	●		●			5	5
 Education & Training: Skilled in the design and delivery of educational programs and training initiatives that support professional development and industry readiness.	●		●	●	●	●				5	5
 Community Service: Commitment to community service, demonstrating a strong focus on social responsibility and community engagement initiatives.		●	●			●				3	3
 Automotive: Expertise in the automotive industry, including knowledge of sector trends, innovation, and regulatory compliance.							●			1	2
 New Technologies and electrification: Skilled in navigating the transition to new automotive technologies, particularly electrification, with an understanding of market and regulatory challenges.	●	●					●			3	2
 Disruptive 4.0 Technologies: Proficient in leveraging disruptive technologies, such as Industry 4.0 innovations, to enhance productivity, competitiveness, and digital transformation.		●					●			2	3

Appendix B: Board & Sub Committee Attendance Register

Name	Member	Number meetings FY24	Number meetings attended FY24
AUSMASA Board	Nicole Vanessa Firth	6	6
	Christine Gibbs Stewart		6
	Sidney Joseph Marris		5
	Bradley Alan Gandy		3
	Anthony John Maher		6
	Vincent Cosgrove		6
	Richard Delplace		5
Finance, Audit and Risk Committee	Sidney Joseph Marris (Chair)	5	5
	Christine Gibbs Stewart		4
	Richard Delplace		5
Remuneration (& Nominations) Committee	Vincent Cosgrove (Chair)	4	4
	Nicole Vanessa Firth		4
	Bradley Gandy		4
Strategic Workforce Advisory Panel (SWAP) – Automotive	Todd Hacking – HVIA	2	2
	Deborah Joyce – Automotive Training Board NSW		2
	Jason Trewin – I-CAR Australia		2
	Kate Evans – Cummins Asia Pacific		2
	Ian Price – MTA NSW		2
	Melissa Mangano –United Forklift and Access Solutions		2
	Paul Baxter – AMWU		2
	Mark Harper – UEEA Training Council		2
	Bruce McIntosh – TACC		2
	Matthew Tosolini – Komatsu Australia		2
	Jodi Ryan – MTA (SA/NT)		1
	Jonathan Malie – TAFE Directors Australia		1
	Sarah Bruton – Electrical Trades Union		1
	Lesley Yates – QUAD AAAA		1
Andrew Fielding – Boating Industry Association		1	

Name	Member	Number meetings FY24	Number meetings attended FY24
Strategic Workforce Advisory Panel (SWAP) – Mining	Elizabeth Gibson – CMPA	6	2
	Jodie Badcock – RESA		2
	Osama Ali – Caterpillar, CMEIG Scott Layton – BHP		2
	Troy Cook – Into Work/MAS National		2
	Vanessa Skipworth – TMEC		2
	Stephen Watts – MEU		2
	Amanda Hamilton – CMEWA		2
	Robert Petherbridge – TAFE Directors Australia		2
	Zane Hughes – CRC TIME and Curtin University		2
	Shane Roulstone – AWU		2
	Tim Westcott – Australian Drilling Industry Association		1
	Ben Lewis – One Key Resources		1
Karolina Szukalska – Minerals Council of Australia		1	

Appendix C: Transparency Obligations

Requirement	Document or relevant Website Link(s)
Membership Total Number of Members New Members Resignation or exited Members	Appendix D: Membership Details
The registers, including the Conflict-of-Interest Register* and Gifts, Benefits, and Hospitality Register, are maintained in accordance with this Code of Conduct.	Appendix F – Conflicts of Interest Register Appendix G – Gifts, Benefits & Hospitality Register
The details of any <u>remuneration</u> provided to Board Directors and advisory committee members. For example, total amount provided to each director (including the chair).	See Board Remuneration
Key governance documents, including JSC's constitution, any by-laws and other internal policies or controls concerning the governance of the JSC. For the avoidance of any doubt, this must include the policies or by laws that relate to the appointment of Board Directors and advisory committee members and membership arrangements or guidance the Board has developed to support making a determination on membership eligibility/categories.	See Policy & Procedures

The Department requires JSCs to include in the Initial ACGS links to the documentation JSCs' are required to publish on their website, in accordance with Clause 7.1 of the JSC Code of Conduct.

JSCs can make a written request to the department seeking certain waivers in respect of the publishing obligation. Such a waiver can be sought in relation to the public disclosure of certain information that is otherwise required to be published under clause 7.1(a)(iv) or 7.1(b) of the JSC Code of Conduct.

Where any such request is made the JSC should provide a justification as to why they consider that on balance it is not in the public interest for the relevant information to be disclosed publicly.

The department will consider any such requests in good faith, taking into account whether on balance it is, or is not, in the public interest for the relevant information to be publicly disclosed.

Appendix D: Strategic Plan 2023-2028

The AUSMASA strategy integrates outcomes, investment, and critical activities. AUSMASA has connected the development and execution of strategy with the organisation's people and operations, making it a core competency measured through strategic objectives or Key Performance Indicators (KPIs).

Outcome Statements (Investments)

AUSMASA's strategic outcome statements shape our vision for the future, seize opportunities, and bring our stakeholders together. Seven (7) outcome statements underpin the AUSMASA five-year strategy 2023-2028:

Impactful Stakeholder Engagement: Extract industry profiles; Tap into Best-in-Class experts; Develop Training Pathways into, through, and beyond VET; Develop fit-for-purpose training products; Run innovative trials; Leverage activity funding; Transparency of systems performance.

Key Activities and Milestones

Key Activities are the signposts along the AUSMASA strategic journey. Each activity has been identified to measure progress toward the strategic investments, encouraging accountability and promoting adaptability to any change in the industry, grant variation or budget.

Short-term (Activities): Rolling 90-day sprint fixed scope objectives linked to a resource (quarterly cycle).

Long-term (Milestones): Objectives set for 2028.

Strategy in Action

The KPI Dashboard is central to our strategy implementation. It allows the executive leadership team to monitor key activities' effectiveness, ensuring that each team can quickly and efficiently assess and adjust their progress towards achieving strategic outcomes.

Workplan

The annual workplan is the tactical template for strategic execution and includes full details of each team's key objectives, actions, and KPI deliverables.

Table: AUSMASA Strategy on a Page

OUTCOME STATEMENTS (INVESTMENTS)						
Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	Outcome 6	Outcome 7
Impactful Stakeholder Engagement	Extract Industry Profiles	Tap into Best Class Experts Develop Fit-for-purpose training products.	Training Pathways into, through & beyond VET	Run Innovative Trials	Leverage Activity Funding & Co-Contributions	Transparency of Systems Performance
KEY ACTIVITIES 2024 - 2025						
Developed, tested and communicated industry profiles to inform activities and projects in each sector	Compiled a complete cycle of 19 industry roundtables nationally: Metro, Rural, Regional & remote. Established a thought leadership network and hosted two events for “wicked problems.”	Mapped existing pathways for both sectors and identified enhancement opportunities	Identified and developed new pathways	Completed four successful innovative product trials	Submitted and secured project funding for ten activities (including JSC commitments). Secured co-contribution money and in-kind for 25% of approved projects.	Meeting JSC program requirements
KEY MILESTONES 2028						
Compelling Narrative of Career in Each Sector	Strong Industry Engagement and Sponsorship	Curriculum matches industry requirements Accelerated structural training systems alignment	Effective transition of existing workforce	Effective transition of existing workforce Effective Augmentation of Technology	Effective Augmentation of Technology	More psychologically Safe, diverse & inclusive workforce
STRATEGY IN ACTION (Workplan)						
Objectives Key Actions and Key Results						

Appendix E: Membership

Organisation	Key contact	Membership Category	Membership Commencement Date	Date application received
<p>1. MOTOR TRADES ASSOCIATION OF AUSTRALIA LTD (MTAA) (MTAA) represents its member associations with the primary objective of educating and informing government and industry about the role of the automotive sector. They proactively participate in the development of sound public policy on issues affecting or impacting the retail motor trades, small business and consumers. MTAA presents a unified voice primarily to the Federal Government and Federal Departments and plays a key role in influencing government policy.</p>	Geoff Gwilym	Employer	31/05/2023	13/04/2023
<p>2. Mineral Resources & Heavy Engineering Skills Centre Inc (RESA) RESA is the primary skills and workforce development advisory agency for the mining and energy industry sectors providing state representation in national forums and connecting with the best of Australian practice for the benefit of South Australians.</p>	Jodie Badcock	Employer	31/05/2023	13/04/2023
<p>3. Mining and Energy Union Trade union for mineworkers and power station workers.</p>	Jodie Badcock	Employer	31/05/2023	17/04/2023
<p>4. Queensland Resources Council Ltd (QRC) The QRC is the peak representative organisation of the Queensland resources sector, with a membership that encompasses minerals and energy exploration, production and processing companies, as well as associated service companies.</p>	Katrina Lee Jones	Employer	31/05/2023	19/04/2023
<p>5. South Australian Chamber of Mines & Energy Inc (SACOME) The South Australian Chamber of Mines & Energy (SACOME) is the leading industry association representing resource and energy companies with interests in the South Australian resources sector. SACOME is a not-for-profit, non-government organisation.</p>	Naomi Marsh	Employer	31/05/2023	19/04/2023

Organisation	Key contact	Membership Category	Membership Commencement Date	Date application received
<p>6. YEAR 13 PTY LTD Year13 is an Edutech which vertically integrates the school-to-work journey by providing over 1200 high schools in Australia with Career Education SaaS.</p>	Will Stubley	Associate	31/05/2023	19/04/2023
<p>7. The Institute of Quarrying Australia (IQA) A professional body for quarry operators and suppliers throughout Australia. The IQA is a strong network of over 1,500 members who represent all aspects of our diverse industry. IQA membership is open to individuals rather than companies and IQA members engage in professional development and networking within the quarrying and associated construction industries.</p>	Jane Schmitt	Employer	15/12/2023	24/04/2023
<p>8. NEW SOUTH WALES MINERALS COUNCIL LIMITED (NSWMC) NSW Minerals Council is the leading industry association representing the state's minerals industry, providing a united voice for its members.</p>	Samantha Skinner	Employer	31/05/2023	03/04/2023
<p>9. Australian Drilling Industry Association Ltd ADIA is the peak body for drilling contractors and suppliers working in the exploration, water-well and civil construction sectors in Australia. They are a mix of both corporate (company) and individual members.</p>	Jeff Miller	Employer	31/05/2023	03/04/2023
<p>10. South Metropolitan TAFE South Metropolitan TAFE is the primary provider of vocational education and training across the southern metropolitan region of Perth.</p>	Joanne Payne	Associate	31/05/2023	05/04/2023
<p>11. Australian Workers Union (AWU) The Australian Workers' Union (AWU) is the principle industry union for metalliferous mining in Australia. The AWU represents the interests of thousands of members employed in the metalliferous and rare earths mining industry.</p>	Shane Roulstone	Employer	31/05/2023	23/05/2023
<p>12. Minerals Council of Australia (MCA) Representation and advocacy for the Australian minerals industry.</p>	Tania Constable	Employer	31/05/2023	23/05/2023
<p>13. Mines Rescue Pty Limited Leaders in building incident response capabilities within the NSW coal industry to ensure mine workers come home safely.</p>	Marc Grayson	Associate	20/06/2023	12/05/2023

Organisation	Key contact	Membership Category	Membership Commencement Date	Date application received
14. BM Alliance Coal Operations PTY LTD BMA is Australia's largest producer and supplier of seaborne metallurgical coal and is owned 50:50 by BHP and Mitsubishi Development. BMA operates seven Bowen Basin mines.	Stephen Wheeler	Employer	20/06/2023	15/05/2023
15. Consulting Professionals Pty Ltd Providing consulting services primarily to the mining industry.	Roy Walsh	Employer	20/06/2023	22/05/2023
16. Construction Material Processors Association Inc The premier representative body for the Victorian extractive resources industry.	Elizabeth Gibson	Employer	20/06/2023	29/05/2023
17. Mineral Resources Limited Mineral Resources is an innovative and leading mining services company with a growing world-class portfolio of mining operations across multiple commodities, including iron ore, lithium and natural gas.	Michelle Short	Employer	20/06/2023	31/05/2023
18. Reflexivity Pty Ltd (trading as Voconiq) Voconiq is an Australian data science and engagement company operating globally.	Rolf Fandrich	Employer	24/08/2023	
19. Australian Automotive Dealer Association Ltd AADA is the peak industry advocacy body exclusively representing franchised new car Dealers in Australia.	James Voortman	Employer	24/08/2023	
20. Illawarra ITeC Services are delivered throughout NSW in a diverse range of industry, state and commonwealth government programmes.	Ray Tolhurst	Associate	26/10/2023	27/10/2023
21. Coronado Curragh PTY LTD Training Advisor, Coal Mining.	Hamish Crouch	Employer	26/10/2023	27/10/2023
22. David Bryan Waite Contractor for industrial training courses.	David Waite	Associate	26/10/2023	27/10/2023
23. Charles Darwin University	Shanon Gyoles	Associate	22/02/2024	

Organisation	Key contact	Membership Category	Membership Commencement Date	Date application received
<p>24. MINERAL RESOURCES LTD Mineral Resources and its subsidiaries offer the full suite of pit-to-port mining and mining logistics services – including exploration, planning, mine design and construction, the construction and operation of minerals process facilities, commodity transportation and marketing services. Our wholly-owned subsidiary Crushing Mining Services (CSI) provides world-class tailored crushing, screening and processing solutions for some of the world's largest mining companies.</p>	Claudia Carsten-Stronach	Employer	26/10/2023	27/10/2023
<p>25. Rio Tinto Iron Ore In the Pilbara region of Western Australia, we own a world-class, integrated network of 17 mines, four independent port terminals, a rail network spanning nearly 2,000 kilometres and related infrastructure – all designed to respond rapidly to changes in demand. We are one of the world's leading producers and exporters of iron ore.</p>	Elicia Collard	Employer	26/10/2023	27/10/2023
<p>26. Muvost Pty Ltd (Trading as Trainwest) Trainwest is Western Australia's leading registered training organisation (RTO 51807), specialising in industry-relevant, value-for-money training and assessment courses in Perth. Our training solutions cover leadership and management, business administration, project management, quality auditing, work health and safety (including high-risk safety), finance, and call centre operations.</p>	Natalie Cussell	Associate	22/02/2024	
<p>27. Lucas Drilling Pty Limited Lucas Drilling provides premium drilling services to the coal mining and coal seam gas industries, which comprise of a suite of drilling services including exploration, production, large diameter and directional drilling. Lucas also provides a range of engineering services including design of wells, drilling optimisation, professional steering services and specialised equipment for directional drilling programs.</p>	Christian Berner	Employer	22/02/2024	
28. TAFESA	Shane Thompson	Associate	18/04/2024	Y
29. Brisbane Met Labs. Unit Trust No. 1 T/A Brisbane Met Labs	Chris Bucknell	Employer	18/04/2024	Y

Organisation	Key contact	Membership Category	Membership Commencement Date	Date application received
<p>30. Westrac PTY LTD T/A Westrac Institute Westrac is one of Caterpillar's leading dealers. It is heavily involved in the mining and construction industries but not the automotive industry.</p>	Joshua Huber	Associate Member	18/04/2024	Y
<p>31. Australian Institute of Education and Training Australian Institute of Education and Training are involved with the Victorian Automotive Chamber of Commerce, who assist in providing training opportunities to their Automotive trainers.</p>	Caitlin Parson	Associate Member	18/04/2024	Y
<p>32. Epiroc Australia Pty Ltd Epiroc is a leading productivity partner for the mining, infrastructure, and natural resources industries. With cutting-edge technology, Epiroc develops and produces innovative drill rigs, rock excavation and construction equipment, and provides world-class service and consumables. The company was founded in Stockholm, Sweden, and has passionate people supporting and collaborating with customers in more than 150 countries.</p>	Elizabeth Weir	Employer	18/04/2024	Y
<p>33. MACA MINING PTY LTD / THIESS MACA and Thiesse are large-scale mining/ civil/ infrastructure contractors in WA and internationally, employing many apprentices across numerous trades.</p>	Chris Turner	Employer	18/04/2024	Y
<p>34. Len Webb Automotive Automotive repairs.</p>	Amy Philips	Ordinary member - empolyer	22/08/2024	Y

Appendix F: Conflict of Interest Register

No	Individual / Organisation	Role	Description of declared interest or association	Date of disclosure	Assessment of integrity risk	Mitigation strategy
1	Christine Gibbs Stewart	Board Director	AUSMESA is sponsoring (Cat B) the Welcome to Austmine conference in May 2023. austmineconference.com.au The purpose of this sponsorship is to secure the opportunity to speak at this event and showcase what AUSMESA is and has achieved as the MSOP. In addition, the sponsorship provides the opportunity to host 2 x 30 Minute round table discussions and sponsorship of 10 students or apprentices to attend the event. The total cost is \$9,500 + GST	19/04/2023	Medium	Christine was not involved in the transaction, but is aware of AUSMESA's involvement. A business case was submitted to the CEO to review the proposal and notes the potential conflict of interest. Given our Board has a deep connection to the Mining and Automotive Industry, these associations will at times be unavoidable in order to have a presence and engage with stakeholder and industry at these types of events
2	Nicky Firth, Christine Gibbs Stewart, Sidney Marris	Board Director(s) and Company Members	The three named Board Directors are also initial Members of the Organisation. Members of the Organisation have obligations and rights that could in certain circumstances become a conflict of interest	18/05/2023	Low/Medium	Effective 31 May 23, the Membership structure of the Organisation changes and organisations rather than individuals will become Ordinary Members. In the interim, a standing item on all Board agendas is to review the items for discussion and declare any perceived, potential or actual conflicts of interest
3	Anthony Maher	Board Director	Anthony declared at the 20 June board meeting that he has recently been appointed onto the Net Zero Economy Agency Advisory board	20/06/2023	Low	If Anthony (or other board members) determine there could be a perceived, potential or actual conflict of interest based on the board agenda, Anthony will either step out of the discussion or abstain from voting in the decision, whichever is agreed to be appropriate

Appendix G: Gifts, Benefits & Hospitality Register

1 December 2023 - 30 June 2024

In the course of official duties for the Australian Mining and Automotive Skills Alliance, officials received the following gifts and/or benefits whose value exceeds the threshold of \$AUD50.00 (excluding GST).

No	Recipient of GB&H	Provider of GB&H	Description of GB&H	Value of GB&H	Circumstances/Reason for GB&H	Assessment of actual or perceived conflict of interest	Date
Board/Director							
1A	AUSMASA Board Member	Industry Stakeholder	Awards dinner tickets	Approx \$100 each	Awards dinner	None	01/09/2023
AUSMASA Employees							
2A	AUSMASA	Industry Partner	Gift box with chocolate and alcohol	\$50 to \$100	Christmas client thank you gift	None	01/12/2022
3A	AUSMASA	Industry Partner	Dinner	\$50 to \$100	Partnership meeting	None	01/02/2023
2B	AUSMASA	Industry Stakeholder	Seat at a Gala Dinner	Above \$100	Industry Award event	None	23/05/2023
4A	Industry Stakeholder	AUSMASA	Lunch	\$50 to \$100	Lunch with EV Industry Specialist	None	21/06/2023
5A	AUSMASA	Industry Partner	Dinner	\$50 to \$100	Dinner to discuss the MSOP outcomes	None	22/06/2023
1B	AUSMASA	Conference	Conference attendance	Above \$100	Complimentary conference registration as speaker	None	23/06/2023
3B	AUSMASA	Industry Stakeholder	Complimentary conference registration for annual conference	Above \$100	Complimentary conference registration as a result of invitation to speak at annual conference to promote JSC	None	01/07/2023

No	Recipient of GB&H	Provider of GB&H	Description of GB&H	Value of GB&H	Circumstances/Reason for GB&H	Assessment of actual or perceived conflict of interest	Date
AUSMASA Employees							
6A	AUSMASA	Industry Stakeholder	Awards dinner tickets	Approx \$100 each	Awards dinner invitation	None	01/09/2023
10A	Industry Stakeholder	AUSMASA	Dinner	Approx \$100	To discuss current and future mining/energy projects and skills shortages	None	01/10/2023
6A	AUSMASA	DEWR	Awards dinner tickets	Approx \$100 each	National Training Awards (Hobart)	None	01/11/2023
4A	Industry Stakeholder	AUSMASA	Lunch	\$50 to \$100	Discuss how CME taking on AUR can work in with Ausmasa	None	01/11/2023
4A	Industry Stakeholder	AUSMASA	Brunch-Coffee	Under \$50	Stakeholder engagement on AUR Package and SWAP	None	01/12/2023
1B	AUSMASA	Crystalbrook Hotels	15% discount for hotel stay in Brisbane, Cairns, Newcastle & Sydney hotels throughout 2024	\$50 to \$100	Staff member reached out and asked if there was a possible discount and they made one available	None	01/11/2023
4A	Industry Stakeholder	AUSMASA	Lunch	\$50 to \$100	To discuss current and future Body Technica skills ADAS-HVAC	None	01/01/2024
4A	Industry Stakeholder	AUSMASA	Lunch	\$50 to \$100	Discussing on upcoming swap meeting and current WA trends	None	22/05/2024
4A	Industry Stakeholder	AUSMASA	Lunch	Above \$100	Discussing WA automotive trends and issues	None	23/05/2024

No	Recipient of GB&H	Provider of GB&H	Description of GB&H	Value of GB&H	Circumstances/Reason for GB&H	Assessment of actual or perceived conflict of interest	Date
AUSMASA Employees							
4A	Industry Stakeholder	AUSMASA	Lunch	Under \$50	Lunch, TAFE NSW Innovation Specialist, Panel and Paint Industry Reference Group	None	01/06/2024
4A	Industry Stakeholder	AUSMASA	Lunch	Under \$50	Marine project discussion and alignment with Marine Tech	None	01/07/2024
1B	AUSMASA	Industry Stakeholder	Conference attendance dinner attendance	Above \$100	Industry event with 3me	None	01/06/2024
6A	AUSMASA	Industry Stakeholder	Awards dinner tickets	Approx \$100 each	Awards dinner invitation	None	01/06/2024
Subcontractors/Contractors							
7A	AUSMASA	Subcontractor	Bottle of wine and chocolates	\$50 to \$100	Christmas client thank you gift	None	01/12/2022
8A	AUSMASA	Subcontractor	Gift box with honey, chocolate and tea	\$50 to \$100	Christmas client thank you gift	None	01/12/2022
9A	AUSMASA	Subcontractor	Lunch	\$50 to \$100	Networking Forum	None	01/10/2023
9A	AUSMASA	Subcontractor	Gift box with jam, wine and biscuits	\$50 to \$100	Christmas client thank you gift	None	01/12/2023



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