

Annual Corporate Governance Statement



2025

Contents

Acknowledgement of Country

We acknowledge the Traditional Custodians of the lands on which we live and work. We acknowledge Traditional Custodians of Country throughout Australia and their connections to land, sea and community.

We honour and respect their Elders, past and present, and extend that respect to all Aboriginal and Torres Strait Islander people.

2025 Annual Corporate Governance Statement

Version 1.0

September 2025

The Mining and Automotive Skills Alliance (AUSMASA) is a Jobs and Skills Council funded by the Australian Government Department of Employment and Workplace Relations. ©Mining and Automotive Skills Alliance (AUSMASA).



Introduction

The Australian Mining and Automotive Skills Alliance (AUSMASA) is one of the ten Jobs and Skills Councils (JSCs) funded 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 our organisation'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 2025.

AUSMASA must comply with the Corporations Act 2001 (Cth) (Corporations Act), Stage II Grant Agreement with the Department of Employment and Workplace Relations (DEWR), Australian Charities and Not-for profits Commission (ACNC) obligations, 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 DEWR.

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



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 the tripartite, employers, unions and the governments to find collaborative solutions.



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 (JSA), to make informed decisions and address skill gaps effectively.

We aim to deliver on our purpose by focusing on JSC's four key functions:

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



Our Values

AUSMASA's values underpin our purpose and guide the way we operate. By focusing on what matters most to our stakeholders and embedding collaboration, transparency, and evidence-based decision making, we are committed to building an industry-ready workforce that delivers long-term value for Australia's mining and automotive sectors.

Our values are central to how we engage with stakeholders, industry leaders, training providers, unions, and government partners, and reflect the culture of accountability, inclusivity, and innovation we strive to uphold. They shape the decisions we make, the partnerships we form, and the impact we deliver.

Our Core Values



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.**

Message from the CEO

At AUSMASA, strong governance is more than a compliance obligation, it's the foundation of how we build trust, make decisions, and create long-term value for the industry and communities we serve.

Over the past year, we have made meaningful progress on our strategic priorities, while continuing to strengthen our governance practices across the organisation. This has included refining our governance framework, improving performance reporting, and investing in systems that support transparency, accountability, and ethical leadership.

I am grateful to our Board, executive team, and staff for their continued commitment to upholding the highest standards of governance. Their dedication ensures that AUSMASA remains a credible, capable, and values-driven organisation now and into the future.



Dr Gavin Lind
Chief Executive Officer



Message from the Board Chair

This year, the Board has continued to oversee and support the growth of AUSMASA with a clear focus on accountability, capability, and alignment to our purpose.

Our governance priorities have included planning for upcoming Board renewal, reviewing our performance and risk oversight structures, and strengthening engagement with stakeholders across government, industry, and the workforce. The Board remains committed to ensuring our decisions reflect not only regulatory obligations but also the values and expectations of those we represent.

As Chair, I want to thank my fellow Directors for their thoughtful leadership, and the executive team for their collaborative partnership throughout the year. Together, we are ensuring that AUSMASA is well-governed, future-focused, and delivering on its promise to industry and the community.

Nicole Firth

Nicole Vanessa Firth
Chair of the Board



Message from the Chair of the Risk, Audit and Finance Committee

This year, the Committee has placed a strong emphasis on maintaining financial resilience, managing strategic and operational risks, and ensuring compliance across all areas of the organisation.

We've worked closely with management to refine and establish a clearer risk appetite and strengthen internal financial controls. These efforts ensure AUSMASA remains responsive to a changing environment while maintaining the integrity of its financial and operational decision-making.

I would like to thank my fellow Committee members and AUSMASA for its diligence and professionalism. Their contributions play a critical role in supporting the long-term sustainability of the organisation.



Sidney Marris

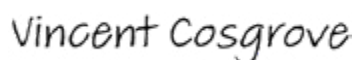
Chair of the Risk, Audit and Finance Committee

Message from the Chair of the Nominations and Remuneration Committee

This year, the Committee has focused on ensuring that AUSMASA's leadership remains capable, diverse, and aligned with the organisation's strategic direction and values.

In preparation for Board renewal later this year, we've overseen a transparent nominations process based on merit, representation, and governance best practice. At the same time, we've continued to monitor executive performance and remuneration settings to ensure they support both accountability and organisational outcomes.

I would like to acknowledge the contribution of the Committee and the broader Board for their support in strengthening our people and governance leadership. We remain committed to a governance culture that is inclusive, forward-thinking, and rooted in integrity.



Vincent Cosgrove

Chair of the Nominations and Remuneration Committee

JSC Integrity Framework

AUSMASA has applied the principles of the JSC's 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

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

The Board is committed to high standards of corporate governance in line with the JSC Integrity Framework and believes a robust corporate governance framework is 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 2025 ('FY25' or 'reporting period'), including the key policies and practices. AUSMASA complies with the Corporations Act 2001, Stage 2 Grant Agreement, ACNC obligations, the JSC and

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.



Further information about our corporate governance framework and practices can be accessed on our website

Governance Hierarchy

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 in fulfilling its role.

Nominations and Remuneration Committee

- Reviews Board and committee composition.
- Executive remuneration, renewal.
- Succession planning.

Risk, Audit and Finance Committee

- 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.

Board of Directors

The AUSMASA Board is composed of eligible Directors appointed under the terms of the AUSMASA 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 Board delegates certain powers to Board Committees to help fulfil its roles and responsibilities.

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.



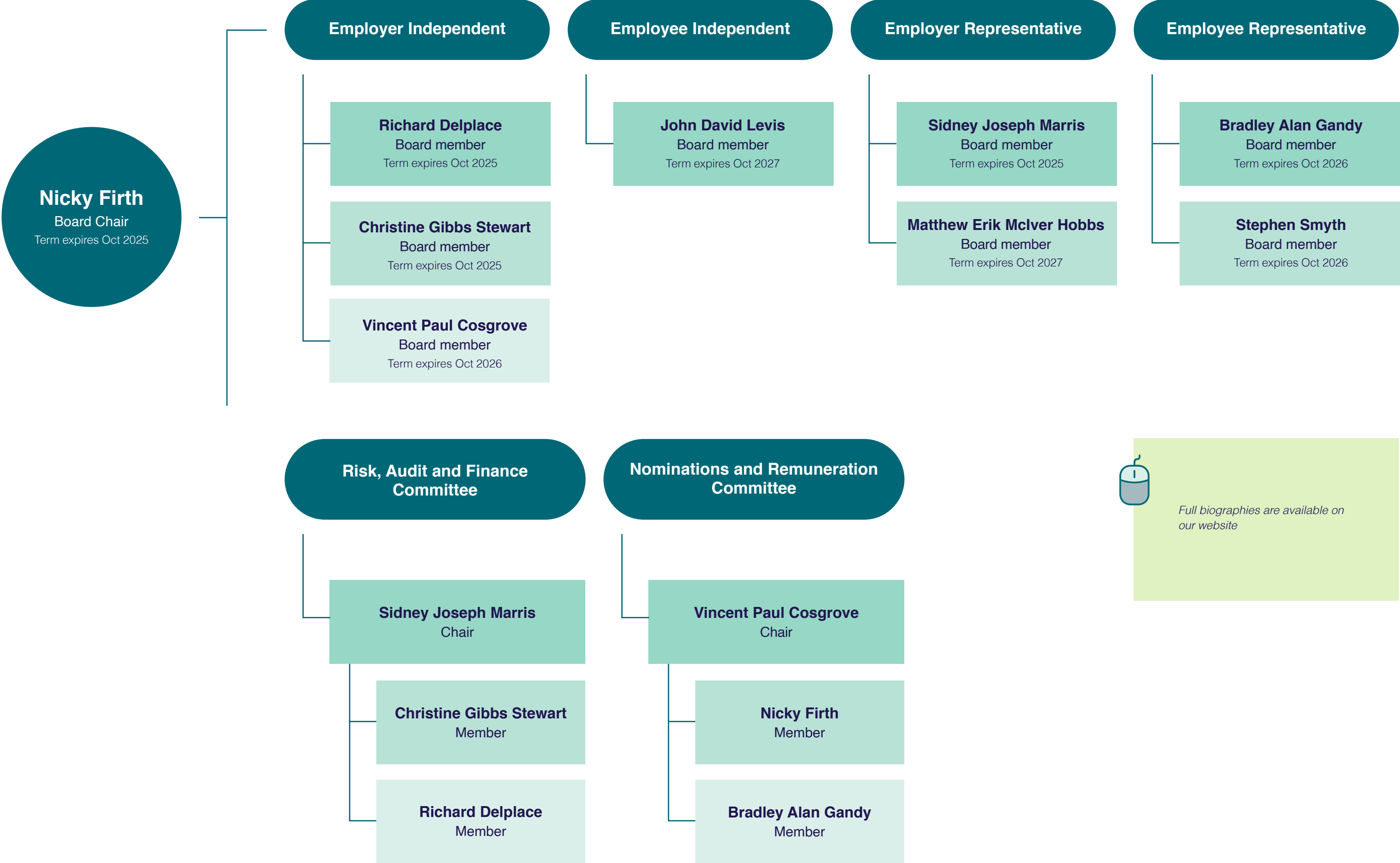
The primary purpose of the Board is to ensure sound and prudent management of AUSMASA, provide leadership and strategic guidance, and deliver AUSMASA's purpose, which is showcased within the Strategic Plan 2025-2028, summarising the core priorities.

The Board Charter sets out the roles, responsibilities, and composition of the Board and how it discharges its responsibilities. It also outlines those matters that are expressly reserved to the Board and those delegated to management. The Directors adhere to the Conflict 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 mining), automotive and/or 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	Category	Appointed	Length of Service
Nicole Vanessa Firth (Chair)	Independent	September 2021 October 2024	3 years, 11 months 10 months
Christine Gibbs Stewart	Employer Independent	September 2021	3 Years, 11 Months
Sidney Joseph Marris	Employer Representative	September 2021	3 Years, 11 Months
Bradley Alan Gandy	Employee Representative	February 2023	2 year, 7 Months
Vincent Paul Cosgrove	Employer Independent	February 2023	2 year, 7 Months
Richard Delplace	Employer Independent	April 2023	2 year, 5 Months
John David Levis	Employee Independent	October 2024	10 months
Matthew Erik McIver Hobbs	Employer Representative	October 2024	10 months
Stephen Smyth	Employee Representative	February 2025	6 Months



 Full biographies are available on our website

The Board's Key Responsibilities

- Sets AUSMASA's strategic objectives 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.
- Assesses 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, Nicky Firth, 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.

Nicky Firth was re-appointed in October 2024, for a twelve-month term, as the Chair of AUSMASA Board.

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 **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.

- Instills 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, systems, and appropriate controls to manage AUSMASA's operations and risk effectively.
- 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 and
- Manages and reports conflicts of interest.

Board Committees

The Board has two principal Committees that assist it in carrying out its responsibilities.

These are the:

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



Further information about the Charters are available on our website

Risk, Audit and Finance Committee

MEMBERS

Members as of 1 July 2025.
Sidney Marris (Chair), Christine Gibbs Stewart and Richard Delplace

Introduction	Must
The AUSMASA Board’s Risk, Audit and Finance 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.	• 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.

Nominations and Remuneration Committee

MEMBERS

Members as of 1 July 2025.

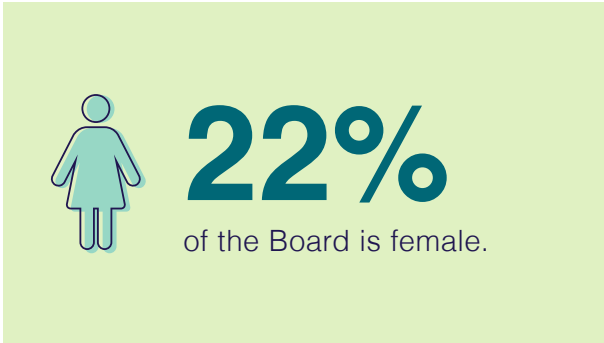
Vincent Cosgrove (Chair) Nicky Firth and Bradley Gandy

Introduction	Must
The AUSMASA Board's Nominations 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.	• Select and appoint Board members and the CEO. • Discuss matters relating to the compensation, bonuses, incentives and remuneration issues of the Directors, CEO and staff. • Make recommendations relating to Board skills, development and performance. • Review the company's remuneration and incentive policies, practices and performance indicators and ensure that they are aligned with the Board's vision, values and overall business objectives. • Demonstrate a clear relationship between remuneration and the achievement of the company's objectives, and the CEO and staff performance. • Ensure that the CEO and senior executive succession plans are in place. • Evaluate 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, 22% of the Board is female. 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													
<table><tr><td>Female</td><td>22%</td></tr><tr><td>Male</td><td>78%</td></tr></table>	Female	22%	Male	78%	<table><tr><td>Female</td><td>33%</td></tr><tr><td>Male</td><td>67%</td></tr></table>	Female	33%	Male	67%	<table><tr><td>Female</td><td>33%</td></tr><tr><td>Male</td><td>67%</td></tr></table>	Female	33%	Male	67%
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Male	78%													
Female	33%													
Male	67%													
Female	33%													
Male	67%													
Female Male	Risk, Audit and Finance	Nominations and Remuneration Committee												

Performance Evaluation

The Board is committed to continuously monitoring and improving its own performance, as well as that of its committees. In line with its Charter, the Board conducts a formal performance evaluation annually. The most recent review was completed in June 2025.

The Board considers ongoing performance development to be essential to maintaining strong and effective governance. As a result, the Board undertakes an annual evaluation of both collective and individual performance as part of its 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 the 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 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 Renewal

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



Board Succession

We currently have no vacancy on the Board. At the October AGM, we will have four vacancies, one in each category (employee representative, employee independent, employer representative and employer independent).

We have a rolling schedule of terms ending, ensuring at least one vacant position is available for nomination each calendar year. In October 2025, at our annual AGM, we will seek nominations for Board Chair and arising vacancies. 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 Appointment and Re-Election

The Board, with the assistance of the Nominations and Remuneration Committee, 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 delegate this process to a committee where appropriate. 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.

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.

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 3.5% from 1 July 2024, 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 2024-2025 financial year is \$65,139.00 as follows:

Name	Role	Amount (AUD)
Nicole Vanessa Firth	Chair and Director	\$15,917.00
Sidney Joseph Marris	Director	\$16,733.00
Vincent Paul Cosgrove	Director	\$16,989.00
John David Levis	Director	\$7,750.00
Matthew Erik Mclver Hobbs	Director	\$7,750.00

Board and Board Committee Meetings

Appendix B of this Statement sets out the number of Board and Board Committee meetings held in the 2025 financial year and each Director's attendance at those meetings. Steps are being taken to address upcoming Board vacancy and the subsequent composition.

Skills Focus

AUSMASA has identified that the current Board composition reflects gaps in representation from the Automotive Sector. In addition, recent Board evaluation and skills matrix analysis indicate areas for targeted uplift, particularly in legal expertise, senior public sector leadership, and learning technologies.

To address these gaps, the Board Nominations and Remuneration Committee will play a central role in overseeing and guiding succession and appointment planning. This will include:

- Regularly reviewing the Board Skills Matrix to monitor evolving capability needs;
- Prioritising recruitment and succession activities that broaden representation from the Automotive Sector and address identified skill gaps; and
- Embedding these capability priorities into the Board succession plan to ensure a balanced mix of governance, technical, and strategic expertise over time.

This targeted approach, led by the Nominations and Remuneration Committee, will ensure the Board maintains the depth and diversity of skills required to oversee AUSMASA's strategic priorities, organisational performance, and sectoral impact.

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 in June 2025.

Prior to the next review, 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

AUSMASA is committed to fostering awareness, inclusivity, and cultural change across the automotive and mining sectors, with a focus on attracting diverse talent to Board and JSC roles. Key initiatives include:

- **Showcasing Success:** Delivering education and awareness programs at industry seminars, conferences, and membership forums to highlight AUSMASA's achievements and attract candidates from the automotive sector.
- **Addressing Gender Gaps:** Implementing a multifaceted strategy to increase female representation on the Board and JSCs, including targeted approaches to current vacancies and pipeline development.
- **Cross-Alliance Engagement:** Collaborating with other alliances to understand Board composition, share best practices, and identify opportunities to strengthen governance diversity.
- **Attraction and Retention Models:** Offering competitive remuneration, professional development funding, scholarships or grants, and access to leading governance bodies, alongside networking and mentorship opportunities to encourage participation in Board and JSC roles.
- **Targeted Awareness Campaigns:** Launching campaigns informed by insights from the 2024-2025 Future Made in Australia: Building Women's Careers Program, supporting women to pursue vocational education and training (VET) careers and leadership pathways within the sector.

These initiatives reinforce AUSMASA's commitment to cultural change and diversity, ensuring inclusive and representative governance that strengthens the long-term impact of our programs.



Board 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 clearly understands 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.

Diversity and Inclusiveness in Our Organisation

We know that inclusive governance leads to better outcomes, for our organisation, our industry, and the communities we serve. As we grow, we remain committed to continuous learning and action in this space, ensuring our culture reflects the principles of fairness, equity, and opportunity for all.

At AUSMASA, we believe that diversity and inclusion are essential to strong governance, effective leadership, and meaningful impact. We are committed to building a culture where all voices are heard, respected, and valued, across our Board, executive, staff, and stakeholder groups.

Our approach recognises that diversity goes beyond gender and includes differences in background, experience, perspective, culture, ability, and thought.

We actively promote inclusive practices in our recruitment, policy development, decision-making processes, and program delivery. This includes ensuring diverse representation in Board nominations, fostering a respectful and flexible workplace, and embedding inclusive language and engagement practices throughout our operations.

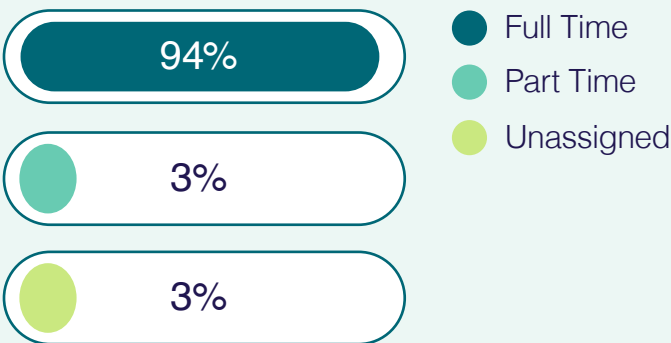


Our Employees

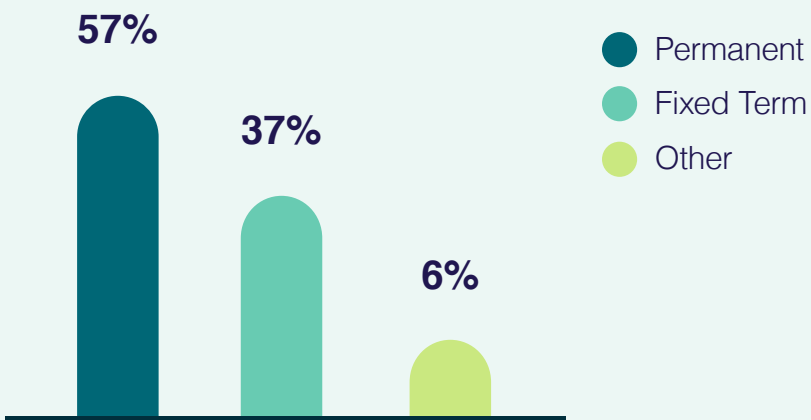
Gender Diversity



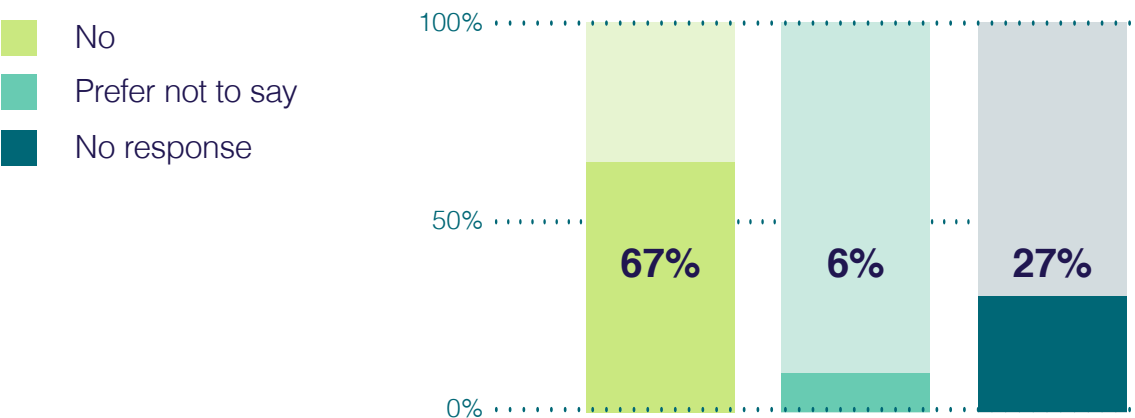
Employment Type



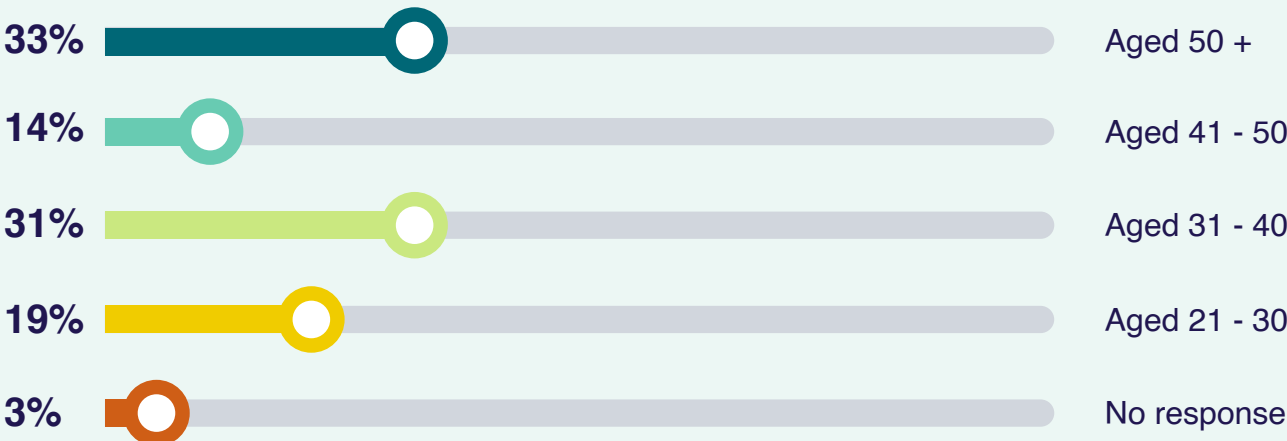
Contract Type



Aboriginal and Torres Strait Islander



Age Diversity



Membership

AUSMASA membership allows automotive and mining organisations 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:

- Aligning organisations with our work in support of 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.

Total Members as of 30 June 2025: **141**

Total Ordinary Members as of 30 June 2025: **54**

Total Associate Members as of 30 June 2025: **87**

The list of members can be found in

Policies

AUSMASA's governance reflects the requirements of the JSC 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 its 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 the 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 conducting business with honesty

and sets out clear controls to ensure compliance with all applicable regulations and reinforces our zero-tolerance approach to bribery and corruption.

Conflicts of Interest

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

Our Environmental Sustainability Policy details our commitment to managing environmental and social risks, including reducing the environmental impacts of our business activities and finding sustainable ways of reducing our contribution to the national and global environmental problems we currently face.



Modern Slavery

AUSMASA is committed to complying with the Modern Slavery Act 2018 (Cth) 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 [Equal Opportunity and Diversity Strategy](#), the Board is responsible for approving the Equal Opportunity and Diversity Strategy and for setting and annually assessing measurable objectives related to diversity and the progress made towards achieving them (in conjunction with the Nominations and Remuneration Committee).



All AUSMASA policies can be accessed on our website



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.

The [Whistleblower Policy](#) supports AUSMASA's values by helping deter wrongdoing and encouraging disclosure of wrongdoings

Board Governance

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

- The [Corporate Governance Framework](#) 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 Procedures](#), which detail the composition of the Board, nomination and election processes.



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 our organisation'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 and Corporate Services 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 Compliance.

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 accounting firm, Kelly Partners, 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 1 July 2024 and ending on 30 June 2025.

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 Assurance

The internal assurance role is to provide an objective assurance and related consulting service to executive leadership and the Board sub-committees. The present internal assurance plan focuses on code of conduct, conflict of interest, delegation of authority and procurement.

Risk Management

AUSMASA prioritises elevating and embedding risk maturity for successful project execution and sustainable results; our risk management process 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.



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.

Managing Strategic Risks



Failure to Secure or Retain Government Funding

Reduction or loss of government funding could jeopardise our ability to deliver core initiatives and sustain long-term projects, impacting workforce development.

Mitigation: We will meet our grant agreement, and clearly report on our outcomes to demonstrate our value for continued funding.



Failure to Meet Industry Needs

Misaligned training products could lead to skills gaps and loss of stakeholder trust.

Mitigation: We will conduct industry consultations, research, and feedback-driven updates to ensure training products align with emerging skill demands and industry priorities.



Failure to Engage Effectively with Stakeholders

Weak engagement may hinder collaboration, trust, and the successful implementation of initiatives.

Mitigation: We will strengthen communication through stakeholder engagement frameworks, regular forums, and collaborative projects that address shared goals.



Failure to Protect and Maintain Reputation

Reputational damage from unmet expectations or data breaches could erode stakeholder confidence.

Mitigation: We will implement robust risk management, assurance, business continuity plans, and information security protocols to safeguard our reputation.



Failure to Innovate and Evolve Training Products

Outdated products may fail to meet industry and workforce needs, risking irrelevance.

Mitigation: We will continuously engage industry, foster innovation, and review products to ensure they remain fit for purpose and future ready.

CEO Declarations

Before the Board approved full-year financial statements for 2025, 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)
- 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.



Dr Gavin Lind
Chief Executive Officer



Attestation

The Mining and Automotive Skills Alliance declares that it complied with the JSC Code of Conduct for the preceding year, 1 July 2024 to 30 June 2025.

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 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.



Nicole Vanessa Firth

Board Chair



Vincent Cosgrove

Chair, Nominations and Remuneration Committee



Nick Bartik

Company Secretary

Appendices

Appendix A: Board Skills Matrix

	Nicky Firth (Chair)	Christine Gibbs Stewart	Sidney Marris	Bradley Gandy	Stephen Smyth	Vincent Cosgrove	Richard Delplace	Matthew Hobbs	John Levis	Current Skills	Ideal Minimum
	●	●	●	●	●	●	●	●	●	9	9
	●	●	●	●	●	●	●	●	●	9	4
	●	●	●	●	●	●	●			7	5
	●	●	●	●	●	●	●	●	●	9	6
	●	●	●	●	●	●	●	●	●	9	7
	●	●			●	●	●	●	●	7	3
	●	●	●	●	●	●	●	●	●	9	6
	●	●	●	●	●	●	●	●	●	9	9
	●	●	●	●	●	●	●	●	●	9	3
	●		●	●	●	●		●	●	7	3
	●		●	●	●	●		●	●	7	1
	●	●	●	●	●	●	●	●	●	9	7
				●				●	●	3	2

Appendix A: Board Skills Matrix

	Nicky Firth (Chair)	Christine Gibbs Stewart	Sidney Marris	Bradley Gandy	Stephen Smyth	Vincent Cosgrove	Richard Delplace	Matthew Hobbs	John Levis	Current Skills	Ideal Minimum
			●	●	●					3	4
	●	●	●	●	●	●	●		●	8	3
										0	2
	●	●	●	●	●	●		●	●	8	6
				●	●				●	2	3
		●		●	●	●				4	4
		●			●	●	●		●	5	6
	●	●	●	●	●	●		●	●	8	7
	●	●		●	●		●	●		6	6
	●			●	●	●				4	6
	●	●	●	●	●	●	●	●	●	9	6
	●		●	●	●	●		●	●	7	5
			●							1	5

Appendix A: Board Skills Matrix

	Nicky Firth (Chair)	Christine Gibbs Stewart	Sidney Marris	Bradley Gandy	Stephen Smyth	Vincent Cosgrove	Richard Delplace	Matthew Hobbs	John Levis	Current Skills	Ideal Minimum
 Senior Business Leader: Extensive experience in senior leadership roles within the private sector, demonstrating strong commercial acumen and the ability to drive organisational performance.	●	●	●			●	●	●	●	7	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.	●	●		●	●		●	●	●	7	5
 Education & Training: Skilled in the design and delivery of educational programs and training initiatives that support professional development and industry readiness.	●		●	●	●	●	●	●	●	8	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.							●	●		2	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 & Subcommittee Attendance Register

Name	Member	Number meetings FY25	Number meetings attended FY25
AUSMASA Board	Nicole Vanessa Firth	6	6
	Christine Gibbs Stewart		3
	Sidney Joseph Marris		5
	Bradley Alan Gandy		5
	Stephen Smyth		1
	Vincent Cosgrove		6
	Richard Delplace		6
	Matthew Hobbs		5
	John Levis		5
Risk, Audit and Finance Committee	Sidney Joseph Marris (Chair)	3	3
	Christine Gibbs Stewart		3
	Richard Delplace		2
Nominations and Remuneration Committee	Vincent Cosgrove (Chair)	3	3
	Nicole Vanessa Firth		3
	Bradley Gandy		3
	Andrew Fielding	4	3
	Bruce McIntosh	4	3
	Claudia Carsten	3	2
	Mark Harper	1	1
	Debbie Joyce	4	3
	Ian Price	4	3
	Jason Trewin	4	2
	Jodi Ryan	4	3
	Kate Evans	4	3
	Matthew Tosolini	4	1
	Lesley Yates	4	4
	Melissa Mangano	4	2
	Michael Rose	4	4
	Paul Baxter	4	4
	Vanessa Garbett	4	2
	Blair Kidd	3	1
	Stephen Watts	1	1
	Chris Davis	3	3
	Osama Ali	1	1
	Elizabeth Gibson	4	4
	Jodie Badcock	4	3
	Karolina Szukalska	4	4
	Robert Petherbridge	4	4
	Scott Layton	4	3
	Shane Roulstone	4	4
	Tim Westcott	4	4
	Zane Hughes	4	4
	Vanessa Skipworth	4	3
	Ben Lewis	4	4

Appendix C: Transparency Obligations

The Department of Employment and Workplace Relations requires JSCs to include in their ACGS links to the documentation which they are required to publish on their website, in accordance with Clause 7.1 of the

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.

Requirement	Document or relevant Website Link(s)
Membership Total Number of Members and New Members Resignation or exited Members	Appendix E: 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 remuneration 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

Appendix D: Strategic Plan 2025-2028

Our Core Functions					
Workforce Planning	Industry Stewardship	Training Product Development		Implementation, Promotion and Monitoring	
Our Strategic Priorities					
 1. We are Inclusive & Supportive of Industry Diversity	 2. We are a Trusted Partner to Stakeholders	 3. We are an Innovative Leader of VET Qualifications & Development	 4. We Build Impactful Products to Address Skills Shortages	 5. We are an Exemplar JSC with Responsive & Efficient Processes	 6. We are Financially Sustainable & Efficient in Operations
Fostering an inclusive environment within the mining and automotive sectors is a key priority moving forwards. By recognising and supporting diverse perspectives and backgrounds, we aim to enhance innovation and collaboration, which are vital for driving industry growth and sustainability. Promoting diversity helps attract a broader talent pool, which is crucial for addressing skills shortages within the mining and automotive industries. This goal aligns with the NSP priorities of ‘gender equality’ and ‘closing the gap’.	Building strong relationships with industry stakeholders is fundamental to the work we do. We aim to continue to collaborate with employers, training providers, unions, government department and agencies to achieve meaningful outcomes. By being a trusted partner, we can effectively advocate for the needs of the mining and automotive industries, ensuring that training and development efforts meet workforce demands. This ties in with the NSP priorities of ‘supporting the net zero transformation’ and ‘developing Australia’s sovereign capability and food security.	We aim to ensure VET qualifications are relevant and aligned with industry needs. This priority positions us as a key player in shaping the future of VET, ensuring that training programs are effective in preparing learners for real-world challenges. This is crucial for enhancing the employability of graduates and the overall competitiveness of the industries served. This links supports the NSP priority to ‘deliver “delivering reforms to improve the regulation of VET qualifications and quality’.	Directly addressing the skills gaps faced by the mining and automotive industries. By creating impactful training programs and resources, we aim to ensure that the workforce is equipped with the necessary skills to address current and future industry demands. This is essential for maintaining a competitive and productive workforce that can adapt to technological advancements and changing market conditions. This aligns with the NSP priority “delivering reforms to improve the regulation of VET qualifications and quality”.	We endeavour to be a model organisation within the JSC framework by developing processes that are both responsive and efficient. This priority ensures that we can quickly adapt to changes in industry needs and effectively implement training solutions. By streamlining operations, we can maximise our impact on workforce development.	Financial sustainability is essential for us to continue our mission of supporting the mining and automotive industries. This priority focuses on sustaining our funding through robust governance, compliance, and risk management practices to ensure that we can maintain mandate for our operations and invest in future initiatives. A strong financial foundation allows us to develop and deliver high-quality training and support services.

The Strategic Plan 2025-2028 sets out our priorities, initiatives, and performance goals to position AUSMASA as a model Jobs and Skills Council.

Appendix E: Membership

Organisation	ABN	Membership Category	Membership Commencement Date
Ability Consulting Partners	55 662 612 802	Associate	19/06/2025
Academy of the Northern Territory Tech Skills Pty Ltd	24 671 923 256	Associate	19/06/2025
Augment	93 161 313 875	Associate	19/06/2025
AusQ Training	58 281 868 141	Associate	19/06/2025
Australian Drilling Industry Association Ltd	24 002 772 929	Employer	31/05/2023
Australian Industry Trade College LTD	76 115 458 743	Associate	20/06/2023
Australian Institute of Education and Training	74 884 427 288	Associate	18/04/2024
Australian Workers Union (AWU)	28 853 022 982	Employee	31/05/2023
Automotive Institute of Technology	17 206 382 663	Associate	20/06/2023
Axxis Project Training Pty Ltd	70606546785	Associate	16/04/2025
Bendigo Kangan Institute	74 802 942 886	Associate	20/06/2023
Bicycle Industries Australia Ltd	84 094 666 538	Employer	20/02/2025
BM Alliance Coal Operations PTY LTD	67 096 412 752	Employer	20/06/2023
BOAB (Building Opportunities for Aboriginal Business)	94129142516	Associate	20/02/2025
Boating Industry Association Ltd (Australia)	61 000 618 468	Employer	19/06/2025
BosNett Pty Ltd	59 167 917 982	Associate	19/06/2025
Brisbane Met Labs	36449329947	Employer	18/04/2024
Brisbane Professional College	43609327399	Associate	20/02/2025

Appendix E: Membership

Organisation	ABN	Membership Category	Membership Commencement Date
Bullivants	47 087 887 072	Associate	19/06/2025
Central Queensland University	39 181 103 288	Associate	19/06/2025
Central Regional TAFE	29 430 373 880	Associate	26/10/2023
Chamber of Commerce and Industry of Western Australia Ltd	96929977985	Employer	20/02/2025
Charles Darwin University	54 093513 649	Associate	22/02/2024
Cloud Assess	57 164 642 684	Associate	19/06/2025
Col Joy Training Services	34093362522	Associate	20/06/2024
Construction Material Processors Association Inc	85 154 053 129	Employer	20/06/2023
Consulting Professionals Pty Ltd	77 604 216 355	Employer	20/06/2023
Core Crew Training	18 644 576 009	Associate	19/06/2025
CORE Innovation Hub	13 611 517 429	Employer	20/02/2025
CoreStaff	13 145 558 087	Employer	19/06/2025
Coronado Curragh PTY LTD	90 009 362 565	Employer	26/10/2023
CRC Time Limited (CRC TiME)	42 640 106 056	Associate	20/06/2023
Crown Education Pty Ltd (trading as Trinity Institute (Australia))	52 607 452 657	Associate	24/08/2023
David Bryan Waite	68 259 533 122	Associate	26/10/2023
Department of Customer service	81 913 830 179	Associate	26/10/2023
Department of Energy, Mines, Industry Regulation and Safety	69410335356	Associate	22/02/2024

Appendix E: Membership

Organisation	ABN	Membership Category	Membership Commencement Date
Department of State Growth (Skills Tasmania) Government agency	36 388 980 563	Associate	20/06/2023
Disruptive Mining Technologies	87 617 230 681	Employer	16/04/2025
ECB Training Services PTY LTD	87163510790	Associate	23/10/2024
Energy Skills Queensland	19 551 585 399	Employer	19/06/2025
Epiroc Australia Pty Ltd	70000086706	Employer	18/04/2024
Federation TAFE	51 818 692 256	Associate	22/02/2024
Fortesque	57 002 594 872	Employer	19/06/2025
Future Institute of Australia Under the Work Health and Safety	17605069485	Associate	22/08/2024
GIMA PTY LTD	68088040591	Employer	16/04/2025
Gimbal Training	94 602 427 136	Associate	19/06/2025
Group Training Australia Ltd	24 082 751 040	Associate	22/02/2024
HELLA Australia Pty LTD	77006256524	Associate	16/04/2025
Hilands Well Services Pty Ltd	80 652 195 563	Employer	19/06/2025
IAG	11 000 016 722	Associate	19/06/2025
Illawarra ITeC	70 0036 835 65	Associate	26/10/2023
Isuzu UTE Australia	80 129 563 739	Employer	19/06/2025
Jarah Corporate Pty Ltd	82 137 989 827	Associate	19/06/2025
Kal Tire (Australia) Pty Ltd	87 144 935 071	Employer	19/06/2025

Appendix E: Membership

Organisation	ABN	Membership Category	Membership Commencement Date
Keyseq	45 009 405 298	Associate	19/06/2025
Klinge Holdings Pty Ltd	69 087 237 518	Employer	19/06/2025
LDM Phoenix Consulting	47510932306	Employer	20/02/2025
Len Webb Automotive	77253749416	Employer	22/08/2024
Lucas Drilling Pty Limited	98 093 489 671	Employer	22/02/2024
MACA MINING PTY LTD / THIESS	22102886064	Employer	18/04/2024
Mars Institute Pty Ltd Registered Training Organisation and CRICOS	63 632 964 035	Associate	24/08/2023
Mineplex	16 663 279 721	Employer	16/04/2025
Mineral Resources & Heavy Engineering Skills Centre Inc (RESA)	36 955 985 272	Employer	31/05/2023
Mineral Resources Limited Mineral Resources	33 118 549 910	Employer	20/06/2023
Minerals Council of Australia (MCA)	21 191 309 229	Employer	31/05/2023
Mines Rescue Pty Limited	15 099 078 261	Associate	20/06/2023
Mining and Energy Union	18 128 983 744	Employee	31/05/2023
Mining Skills Australia	24635893220	Employer	16/04/2025
Motor Traders' Association of New South Wales (MTA NSW)	63 000 008 088	Associate	20/06/2023
Motor Trades Association of Australia Ltd (MTAA)	66 008 643 561	Employer	31/05/2023
Motor Trades Association Of Queensland	74 028 933 848	Associate	19/06/2025
Motor Trades Association of Western Australia Inc (MTAWA)	99 171 384 206	Associate	31/05/2023

Appendix E: Membership

Organisation	ABN	Membership Category	Membership Commencement Date
MTA Institute of Technology Pty Ltd (Trading as MTAI)	26 125 208 488	Associate	22/02/2024
Munvost Pty Ltd (Trading as Trainwest)	51 118 874 865	Associate	22/02/2024
Murray Mallee Training Company Ltd	34 007 129 964	Associate	19/06/2025
New South Wales Minerals Council Ltd	42 002 500 316	Employer	31/05/2023
Nissan Motor Company Pty Ltd	54 004 663 156	Employer	19/06/2025
North Metropolitan TAFE	23 489 495 403	Associate	19/06/2025
NSW Resources Regulator (Department of Regional NSW)	19 948 325 463	Associate	24/08/2023
O'Brien Glass Industries	74 000 022 275	Employer	19/06/2025
One Key Resource	30 141 650 259	Employer	20/02/2025
Ophir Drilling Pty Ltd	81 607 833 045	Employer	19/06/2025
Performance Training Pty Ltd Registered	36 010 231 302	Associate	16/04/2025
Pivot Solutions PTY LTD (T/A Mine Training Australia)	72 132 294 127	Associate	20/06/2023
Pro-Lift Training	27149179671	Associate	20/02/2025
Queensland Mines Rescue Service Limited - QMRS	96 080 686 791	Employer	19/06/2025
Queensland Resources Council Ltd (QRC)	59 050 486 952	Employer	31/05/2023
Reflexivity Pty Ltd (trading as Voconiq)	66 631 143 578	Employer	24/08/2023
Riklan Emergency Management Services Pty Ltd	49 848 312 252	Associate	19/06/2025
Ringwood Secondary College (RT Ringwood Training)	29 067 194 547	Associate	20/06/2023

Appendix E: Membership

Organisation	ABN	Membership Category	Membership Commencement Date
Rio Tinto Iron Ore	96 0044 584 04	Employer	26/10/2023
RSHQ P&G	44 820 067 950	Employer	19/06/2025
RYKRIS Solutions PTY LTD	43681196216	Associate	16/04/2025
Sam Skinner Consulting	33 979 388 027	Associate	19/06/2025
Sharp Mining Industry Training Pty Ltd	78104240155	Associate	18/04/2024
Skyline International College	15614078232	Associate	23/10/2024
South Australian Chamber of Mines & Energy Inc (SACOME)	62 620 804 910	Employer	31/05/2023
South Australian Employers' Chamber of Commerce and Industry Inc	14725309328	Employer	16/04/2025
South Metropolitan TAFE	15 965 263 323	Associate	31/05/2023
South Regional TAFE	97808808097	Associate	12/12/2024
Swinburne University	13 628 586 699	Associate	19/06/2025
Tactile Learning Centre Pty Ltd	75 102 477 289	Associate	24/08/2023
TAFE Directors Australia Incorporated	39 070 265 734	Associate	24/08/2023
TAFE Queensland	72 898 805 093	Associate	31/05/2023
TAFESA	67 828 419 300	Associate	18/04/2024
Taminmin High School Council (T/A Taminmin College)	68 910 577 166	Associate	24/08/2023
Technical & Further Education Commission (TAFE NSW)	89 755 348 137	Associate	20/06/2023
Tec-NQ	15 117 072 303	Associate	19/06/2025

Appendix E: Membership

Organisation	ABN	Membership Category	Membership Commencement Date
The Automotive Strategist	85658133782	Employer	16/04/2025
The College (Aus) Pty Ltd	88 617 580 622	Associate	24/08/2023
The Institute of Quarrying Australia (IQA)	69 893 345 889	Employer	15/12/2023
The Trustee for Access Training Centre Unit Trust	93 640 269 133	Associate	20/06/2023
Thiess Pty Ltd	87 010 221 486	Employer	19/06/2025
Toyota Motor Corporation Australia Ltd	64 009 686 097	Employer	19/06/2025
Transport Industries Skills Centre	61 482 053 531	Associate	19/06/2025
University of Queensland	63942912684	Associate	16/04/2025
Western Australian Department of Education	52 705 101 522	Associate	19/06/2025
Westrac PTY LTD T/A Westrac Institute	63009342572	Associate	18/04/2024
Wodonga Institute of TAFE	68 437 423 269	Associate	20/06/2023
Worksafe Connect Pty Ltd	46 113 431 977	Associate	20/06/2023
WSP	80078004798	Employer	20/02/2025
Year 13 Pty Ltd	93 606 583 706	Associate	31/05/2023
Youth Opportunities Australia Limited	84 615 401 812	Associate	26/10/2023
Academy of Career Training PTY LTD Education / Training Business	36 608 047 061	Associate	22/02/2024
ACA-Training	65 640 725 453	Associate	20/02/2025
Adam J Osten (Osten Group)	37737601867	Associate	20/02/2025

Appendix E: Membership

Organisation	ABN	Membership Category	Membership Commencement Date
AMPS Academy Pty Ltd	14 659 519 703	Associate	26/10/2023
APS Training (Australian Professional Services)	28764731951	Associate	20/02/2025
Artibus Innovation	18 609 961 480	Associate	20/02/2025
Australian Automotive Aftermarket Association	23002271454	Employer	16/04/2025
Australian Automotive Dealer Association Ltd AADA	72 167 598 085	Employer	24/08/2023
Australian Chamber of Commerce and Industry	85008391795	Employer	16/04/2025
Baseline Training Pty Ltd	21 131 814 330	Associate	19/06/2025
CCAT (ARRB Group Ltd)	68 004 620 651	Associate	19/06/2025
Infinispark Pty Ltd	15 622 864 377	Employer	19/06/2025
Jason Osborne	26 857 447 550	Associate	19/06/2025
Pax Institute of Education Pty Ltd	85 124 557 071	Associate	19/06/2025
Philled Pty Ltd	44 656 428 483	Employer	19/06/2025
Skills Frontier Pty Ltd	89 686 037 409	Associate	19/06/2025
Tyre Response Group	91 652 607 460	Employer	19/06/2025
Wongutha Caps	50 757 149 094	Associate	19/06/2025

Appendix F: Conflict of Interest Register

For the period 1 July 2024 to 30 June 2025, no AUSMASA Board Director has declared any conflict of interest that would impact their ability to discharge their duties and responsibilities as a Director of the Mining and Automotive Skills Alliance.

Appendix G: Gifts, Benefits & Hospitality Register

1 July 2024 - 30 June 2025

In the course of official duties for the Australian Mining and Automotive Skills Alliance, no official received any gifts, benefits and hospitality with a value exceeding the threshold of \$AUD50.00 (excluding GST).

