

# **Future Skills Organisation**

## **Annual Corporate Governance Statement**

July 2025

# Annual Corporate Governance Statement

## Introduction

The governance framework supports Future Skills Organisation’s (FSO’s) operations, aligns with company values, and guides decision-making and accountability. It sets expectations for how we work with stakeholders, our governance groups and the FSO team.

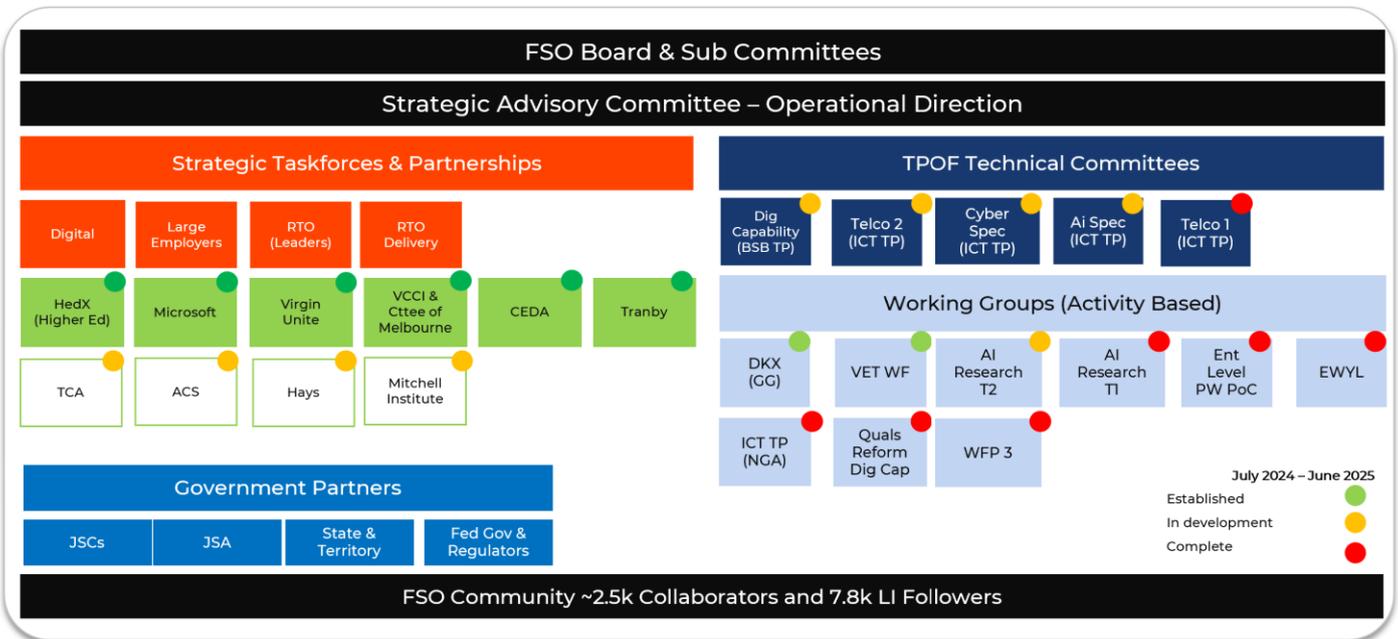
As a Jobs and Skills Council (JSC), FSO reports to the Department of Employment and Workplace Relations (DEWR) and adheres to the [Integrity Framework](#) which sets out expectations, guidance and good practice for industry engagement for JSCs. DEWR and the FSO Board regularly review and recommend improvements to governance practices.

This Annual Corporate Governance Statement covers the period from 1 July 2024 to 30 June 2025.

## Section 1: Our governance structures

### FSO Governance Structure

The governance structure as at 30 June 2025 is detailed below.



### FSO Board

#### Roles and responsibilities of the Board

The FSO Board sets the strategic direction and monitors implementation of the [FSO Strategy](#). It oversees operations, finance, and risk, ensuring compliance with corporate governance policies and practices.

Yasmin Allen, the Board Chair, fosters constructive relationships between Directors and management, and communicates the Board's position to DEWR and the public.

## Board Directors

Information on our Directors is available on our website at:  
<https://www.futureskillsorganisation.com.au/our-team/><sup>1</sup>

The representation of Board Directors across the Board and its three Sub Committees is outlined below:

Directors	Member of:			
	Board	Finance, Risk and Audit Committee	Nomination and Remuneration Committee	Member Selection Panel
<b>Independent Directors</b>				
Yasmin Allen AM (Chair)	●		●	
Marc Washbourne	●	●		
Rachel Bondi	●		●	
David Masters	●	●		
Brendan Hopper	●			
Lindsay Tanner	●	●		
<b>Employee Representative Directors</b>				
Robert Potter	●		●	●
Angela Budai	●			
<b>Employer Representative Directors</b>				
Peita Davis	●		●	●
David Gandolfo OAM	●	●		

- Chair
- Member

<sup>1</sup> Page under construction as at 14 Aug 2025

## Structure and composition of the Board

Our Constitution<sup>2</sup> sets out the composition requirements for the FSO Board as follows:

Position	Constitution requirements	Status as at 30 June 2025
<b>Chair</b>	Must be an Independent Director	The Board Chair is an Independent Director
<b>Directors</b>	Minimum of three Directors, with a maximum of 12	10 Directors
<b>Independent Directors</b>	Majority of Independent Directors	Six Independent Directors
<b>Employee Representative Directors</b>	At least two Employee Representative Directors	Two Employee Representative Directors
<b>Employee Representative Directors</b>	At least two Employer Representative Directors	Two Employer Representative Directors

## Board succession planning

The Constitution outlines the rotation arrangements for the Board. At each Annual General Meeting (AGM), one-third of the Directors must retire. Directors can seek re-election but must retire no later than the ninth consecutive Annual General Meeting.

The schedule of retirements at each AGM is as follows:

2025 AGM and each third subsequent AGM	2026 AGM and each third subsequent AGM	2027 AGM and each third subsequent AGM
Independent Director Role 2	Independent Director Role 4	Independent Director Role 1
Independent Director Role 3	Independent Director Role 5	Employee Representative Director Role 1
Employee Representative Director Role 2	Employer Representative Director Role 2	Employer Representative Director Role 1
		Independent Director Role 6

<sup>2</sup> Future Skills Organisation operates in accordance with the Constitution of Digital Skills Organisation Limited. Digital Skills Organisation Limited is FSO's company name.

The dates of appointment and term expiry for Board Directors are as follows:

Role No	Name	Date of appointment	Term Expiry
<b>Independent Directors</b>			
1.	Yasmin Allen AM (Chair)	19 June 2020 (12 May 2023 as Independent Director 1)	2027 AGM
2	Marc Washbourne	19 June 2020 (12 May 2023 as Independent Director 2)	2025 AGM
3	Rachel Bondi	22 October 2021 (12 May 2023 as Independent Director 3)	2025 AGM
4	David Masters	19 June 2020 (12 May 2023 as Independent Director 4)	2026 AGM
5	Brendan Hopper	12 May 2023	2026 AGM
6	Lindsay Tanner	20 November 2024 (Initial appointment date 27 July 2023)	2027 AGM
<b>Employee Representative Directors</b>			
1	Robert Potter	12 May 2023	2027 AGM
2	Angela Budai	12 May 2023	2025 AGM
<b>Employer Representative Directors</b>			
1	Peita Davis	17 February 2025	2025 AGM
2	David Gandolfo OAM	12 May 2023	2026 AGM
<b>Retired Directors</b>			
1	Sarah Pilcher	12 May 2023	6 February 2025

It should be noted that Marc Washbourne and Rob Potter are expected to retire in the next 12 months. Considerations are currently being made regarding Yasmin Allen's intentions for rotation in 2027.

### Skills and experience of the Board

FSO's Board comprises individuals with diverse skills, backgrounds, and experiences.

The table below summarises the key skills and experiences of the current Directors, highlighting those identified as critical and important to FSO.

Importance	Skill/Experience	Skill captures individuals who have demonstratable experience	Directors with Skill/Experience
<b>Critical</b>	<b>Financial industry experience</b>	<ul style="list-style-type: none"> <li>Leadership roles in financial services (including accounting, banking, financial markets, superannuation and/or insurance)</li> <li>Understanding peak industry bodies in the financial industry</li> <li>Understanding employer needs across small, medium and large businesses</li> </ul>	6 of 10
	<b>Technology industry experience</b>	<ul style="list-style-type: none"> <li>Leadership roles in the technology industry (including ICT and/or telecommunications)</li> <li>Understanding peak industry bodies in the technology industry</li> <li>Understanding employer needs across small, medium and large businesses</li> </ul>	6 of 10
	<b>Education and Training Sector experience</b>	<ul style="list-style-type: none"> <li>Understanding vocational education and training</li> <li>Training package development</li> <li>Understanding non-accredited training providers</li> <li>Understanding Registered Training Organisations (RTO) system improvements</li> </ul>	5 of 10
	<b>Operating in a Tripartite (Government, Employer and Employee) Environment</b>	<ul style="list-style-type: none"> <li>Understanding workforce planning / demand modelling / labour market dynamics</li> <li>Understanding government and state government relations</li> <li>Understanding political, policy and regulatory process</li> <li>Communication of policy positions</li> <li>Key government and employee representative relationships</li> <li>Understanding government grants</li> </ul>	6 of 10
	<b>Strategy oversight</b>	<ul style="list-style-type: none"> <li>Understanding the strategic process</li> <li>Understanding broad portfolio-based capital allocation</li> <li>Understanding translation of strategy to business plans / budgets</li> <li>Implementation of strategic measurement / accountability</li> </ul>	9 of 10
	<b>Corporate and Governance experience</b>	<ul style="list-style-type: none"> <li>Substantial and relevant board experience</li> <li>Board / committee leadership</li> <li>Understanding finance and risk systems, processes and reporting</li> </ul>	7 of 10

Importance	Skill/Experience	Skill captures individuals who have demonstratable experience	Directors with Skill/Experience
<b>Important</b>	<b>Innovation and disruption oversight</b>	<ul style="list-style-type: none"> <li>Substantial and relevant disruption / industry transformation</li> <li>Understanding emerging technology and skill implications</li> <li>Leading new venture development</li> <li>Changes to value models and industry structure</li> </ul>	8 of 10
	<b>Major change and transformation oversight</b>	<ul style="list-style-type: none"> <li>Understanding enterprise-wide transformation</li> <li>Understanding major change programs, including strategy, implementation and vendor management</li> </ul>	7 of 10
	<b>Digital oversight</b>	<ul style="list-style-type: none"> <li>Understanding digital strategy and transformation</li> <li>Understanding changing digital expectations of customers</li> <li>Understanding relevant emerging technologies</li> <li>Understanding the mechanics of digital transformation</li> </ul>	8 of 10
	<b>Talent, culture and diversity oversight</b>	<ul style="list-style-type: none"> <li>Understanding leadership development</li> <li>Understanding succession and talent management</li> <li>Understanding organisational culture</li> <li>Understanding diversity initiatives</li> </ul>	9 of 10
	<b>Technology and data oversight</b>	<ul style="list-style-type: none"> <li>Understanding relevant industry technology to drive data led strategic insights for the organisation</li> <li>Understanding privacy and data regulation</li> <li>Understanding cybersecurity risks</li> </ul>	8 of 10

### Relationship between the Board and the Chief Executive Officer (CEO)

The CEO is Patrick Kidd OBE OAM.

The Board delegates the day-to-day management and administration of FSO to the CEO and the executive team.

The CEO oversees the organisation according to the Board-approved strategy, plans, and policies. Additionally, the CEO appoints senior management and ensures compliance with all relevant laws, regulations, and DEWR contract requirements.

### FSO Members

FSO members are central to FSO's success. FSO actively seeks individuals from organisations representing the finance, technology and business (FTB) sectors, who share our commitment to driving

change. Members ensure the strategy and activities reflect key stakeholders' interests and deliver a responsive skills training system that builds a resilient national workforce.

There are two classes of members: Full members (made up of employer representatives, employee representatives, and sector representatives) and Associate members.

Full members elect Board Directors, while Associate Members participate in our work. Both types of members provide strategic guidance, direction, and participate in various Advisory Committees. As of 30 June 2025, there were 19 full members and 61 associate members.

The membership group embodies the government's intent for tripartite engagement between industry, government, and unions. Information about our members is available on the FSO website: [FSO Members - Future Skills Organisation](#).

The Member Selection Panel monitors the membership base. Between 1 July 2024 and 30 June 2025, four member intakes were conducted, appointing:

- 14 Associate members in Round 1 (September 2024)
- 1 Full member and 4 Associate members in Round 2 (November 2024)
- 1 Full member and 12 Associate members in Round 3 (February 2025)
- 8 Associate members in Round 4 (May 2025).

FSO members are categorised into four classes. Member details as at 30 June 2025 are provided below.

Class of Member	Description	Eligibility to vote	Number of Members at 30/6/25
<b>Full Member - Employer Representative Member</b>	A person representing interests of employers	Yes	8
<b>Full Member - Employee Representative Member</b>	A person representing interests of employees	Yes	4
<b>Full Member - Sector Representative Member</b>	A person representing or associated with a particular Industry Sector, with skills, qualifications, or experience relevant to the activities of FSO	Yes	7
<b>Associate Member</b>	<p>All other members not accepted into or relevant to one of the full Membership Classes above.</p> <p>Associate Members may incorporate an individual who:</p> <ul style="list-style-type: none"> <li>represents an RTO, GTO, ESP, AASN provider or other organisation which may have a commercial relationship with FSO and may cause the potential for a conflict of interest to arise</li> <li>perceives that membership other than as an Associate member may cause the potential for a conflict of interest to arise</li> <li>does not satisfy the requirements of the other classes of membership, or</li> <li>does not wish to have the level of involvement in FSO attached to the other Membership Classes.</li> </ul>	No	61
<b>Total</b>			<b>80</b>

## FSO Committees

### Board Sub-Committees

The Board has three supporting sub committees that assist it in exercising its responsibilities and provide it with recommendations and advice. The three sub committees are:

1. Finance, Risk and Audit Committee
2. Nominations and Remuneration Committee
3. Members Selection Panel

### Finance, Risk and Audit Committee (FRAC)

The FRAC manages financial performance and reporting processes. It also oversees the work of our external auditor, risk management framework, accountability, control measures, and compliance with laws and regulations.

Key areas of focus in the period 1 July 2024 to 30 June 2025 include:

- Financial reporting and controls
- Financial audit and grant acquittals
- Budget oversight
- Procurement planning and approvals for contracts over \$100K
- Risk management
- Project management
- ICT security

### Nominations and Remuneration Committee

The Nominations and Remuneration Committee provides advice on the rotation plan for FSO's Board and succession plan for key appointments in our executive.

Key focus areas of the Committee for 1 July 2024 to 30 June 2025 include:

- CEO remuneration
- Executive succession planning
- Board Director rotation plan
- Board review and succession planning

### Members Selection Panel

The Members Selection Panel advises on prospective FSO Members, reviews applications and membership status, and makes recommendations to the Board.

Key focus areas of the Members Selection Panel for 1 July 2024 to 30 June 2025 include:

- Review of members
- New member applications

## Engagement Network

The Engagement Network leverages the expertise of FSO’s extensive stakeholder network through strategic committees and standing Taskforces, which provide guidance, industry insights, and advice on FSO’s program of work and strategic direction.

The Engagement Network comprises a Strategic Advisory Committee (SAC), and four taskforces that perform the following functions:

Advisory committee	Key function	Membership	Number of members <sup>3</sup>
Strategic Advisory Committee	Advise on strategies and programs that will meet the demand for the most important skills	Leaders from small, medium and large companies and education experts	18
Large Employer Taskforce	Bringing the skilling perspectives of large companies	Senior professionals from some of Australia's biggest business, finance, and technology organisations	14
RTO Taskforce	Bringing the perspective of training providers	Nominated senior individuals from RTOs across each state and territory	13
RTO Delivery Taskforce	Bringing the perspective of training providers	Nominated professionals from RTOs across each state and territory	9
Digital Taskforce	Provide strategic direction for digital skills, Ai and cyber	Experts who understand the broader need for digital skills across the economy	15

Details about FSO’s Engagement Network, including membership and Terms of Reference can be found at: <https://www.futureskillsorganisation.com.au/engagement-network/>.

<sup>3</sup> Number of members as at 20 June 2025.

## Working Groups and Technical Committees

FSO aims to increase the value of Australia’s vocational education and training system, while addressing critical FTB sector skills gaps. FSO’s work includes training package development, research activities and strategic initiatives to address emerging workforce needs.

FSO collaborate with a broad range of stakeholders in designing and delivering work. The initiative focused working groups, and technical committees are outlined below.

Initiative	Committee Type	Membership	Number of members <sup>4</sup>	Status
JSC-led VET Workforce actions	Working Group	Nominated senior representatives from RTOs, large employers, and representative groups	15	Active
Interstate knowledge transfer – Digital Skills (Digital Knowledge Exchange [DKX])	Governance Group	Nominated senior individuals from relevant state and territory government agencies	16	Active
Workforce Plan 3	Working Group	Experts from industry groups, employers, education providers and community organisations	12	Retired (May 2025)
Research on AI adoption in the FTB workforces	Working Group	Industry and educational experts on Ai	4	Retired (December 2024)
Progressing findings of the Digital and Tech Skills Working Group (Earn While You Learn [EWYL])	Working Group	Professionals with knowledge and expertise in the digital sector, workforce insights, and capabilities – current and future environment	22	Retired (February 2025)
ICT Training Package Review	Working Group	Professionals with knowledge and expertise in the ICT sector	8	Retired (March 2025)
Update ICT30519 Certificate in Telecommunications Technology Training Product Development (TPD)	Technical Committee	Representation from a cross-section of organisations including unions, employers (both large and small), educational experts, RTOs, regulators, and State Training Authorities (STAs)	12	Retired (August 2024)

<sup>4</sup> Number of members as at 20 June 2025.

Initiative	Committee Type	Membership	Number of members <sup>4</sup>	Status
Testing a new approach to qualification design to build digital capability (Quals Reform: Dig Cap)	Working Group	Professionals with knowledge and expertise in education and innovative qualification design	4	Retired (September 2024)
Entry Level Pathways (ELP) Proof of Concept	Working Group	Industry and educational professionals with knowledge and expertise in career pathways	11	Retired (December 2025)

## Section 2: Our policies and practices

FSO has developed a variety of policies to ensure that practices align with FSO's values. Key governance policies can be found on the website under <https://www.futureskillsorganisation.com.au/policies-governance/>.

### Advancing gender diversity, equity and inclusion

#### FSO Board and Advisory Committees

FSO aim to ensure diverse representation within the governance structures. The SAC Terms of Reference mandates that committee members come from a variety of organisations, including small, medium, and large entities, as well as different types such as unions, peak bodies, industry and education providers, and locations across Australia.

#### FSO Members

The Members Selection Panel Terms of Reference aims to establish an inclusive and diverse membership group, considering:

- Geographical location (state/territory, metro, rural)
- Size of the organisation (small, medium, large) – with an emphasis on securing SME and micro businesses to complement existing large enterprises
- Employers / organisations that prioritise specific groups (First Nations, gender, ability, etc.)
- Representation from the broad and diverse sub-sectors
- Consistency in tripartite representation.

As of June 30, 2025, women comprised 53% of FSO's membership.

#### FSO Staff

The Employee Handbook outlines FSO's dedication to ensuring equality in every aspect of its work. It mandates that promotions and advancements are based on merit and adhere to the principles of equality.

Any unlawful discriminatory actions or attitudes towards clients, suppliers, contractors, the public, or colleagues will not be tolerated. No job applicant or employee should face discrimination, whether directly or indirectly, based on age, disability, gender identity, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex, or sexual orientation.

FSO’s Position Descriptions actively encourage applications from individuals with diverse backgrounds and experiences, including Aboriginal and Torres Strait Islander peoples, those from culturally and linguistically diverse (CALD) backgrounds, LGBTQI+ individuals, and people with disabilities.

The composition of FSO as of 30 June 2025 is as follows:

Gender (average)	Cultural background represented	First Nations	LGBTQI+ <sup>5</sup>	Disability
82% women	<ul style="list-style-type: none"> <li>Anglo European</li> <li>Indian</li> <li>Southeast Asian</li> <li>South American</li> </ul>	Not disclosed	1	Not disclosed

**Risk management**

The FSO Risk Management Framework provides a comprehensive structure that guides decision-making, promotes good governance, fosters a mature risk culture, ensures compliance with legal requirements, and demonstrates due diligence. This framework is applied across FSO, encompassing employees, directors, sub-committee members, strategic advisers, and contractors.

FSO’s risk management approach consists of three interconnected elements:

1. Strategic indicators and warnings that track trends impacting the Board-approved measures of strategic success. This process helps identify strategic risks that need to be monitored.
2. The Strategic Risk Register, which details and assesses identified risks.
3. The Operational Issues List, managed through the Entrepreneurial Operating System (EOS). Organisational risks and issues are raised during routine leadership meetings, actioned, and monitored until resolved. This ensures that important issues are regularly discussed, enabling prompt responses.

FSO reports strategic risks to the FRAC and Board, while operational risks are reviewed by the Executives and reported on an as-needed basis at FRAC and Board meetings.

**Alignment with the JSC Integrity Framework**

The [JSC Integrity Framework](#) outlines government expectations, guidance, and best practices for industry engagement. It is built on five key principles that promote integrity and ensure that JSCs deliver high-quality outcomes for learners, industry, training providers, and the economy.

The five key principles of the Integrity Framework are:

- Openness and transparency
- Engagement and facilitation
- Focus on learner outcomes
- Ethical behaviour
- Responsibility and accountability

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<sup>5</sup> Reporting related to LGBTQI+ and people with a disability represents self-disclosure as FSO does not request this information given the small size of our organisation.

FSO aligns with these five key principles of the Integrity Framework in the following ways:

Principle	FSO alignment with principle
<p><b>Openness and transparency</b></p>	<p><b>Feedback Management</b></p> <p>FSO gathers feedback through an online enquiry form, staff, email, and social media, and respond formally upon receipt. If the feedback is a complaint, it is investigated and updated on the progress. If a complaint cannot be resolved internally, it is escalated to FRAC and then DEWR.</p> <p>A separate Training Package Dispute Resolution Policy exists to address and resolve disputes related to training products, processes, and conduct, outlining the options for alternative dispute resolution. This policy is in alignment with the Training Package Products Development and Endorsement Process Policy (TPPDEPP).</p> <p>All complaints are documented in the complaints register and reported to DEWR.</p> <p><b>Privacy</b></p> <p>FSO's Privacy Policy outlines the principles for processing and using any personal information collected or obtained. FSO investigate all complaints and strive to inform complainants of outcomes within 30 days. Additionally, all privacy complaints and requests for access to personal information are reported to the Board.</p> <p><b>Auditor's Reports</b></p> <p>FSO engages an independent auditor to create an annual report verifying that funding has been spent or committed according to DEWRs Grant Agreement. This report is prepared in line with the Australian Auditing Standards by an approved auditor.</p> <p>The Board endorses the annual Financial Statements, and the audit report is included before submission to DEWR each November.</p> <p><b>Acquittal Reports</b></p> <p>Acquittal reports, prepared by a qualified accountant, are produced in accordance with Australian Accounting Standards. These reports detail how funding was utilised and identify any surplus budgeted funds. They also track budget performance and highlight any variances along with reasoning.</p> <p>The acquittal report is submitted to FRAC and the Board for review before submitting it to DEWR each November.</p> <p><b>Website</b></p> <p>All reports are available on FSO's website and provide updates on all activities. Information about the Board, members, Senior Management, Advisory Committees, and policies are also published on the website to ensure transparency in operations.</p>
<p><b>Engagement and facilitation</b></p>	<p>The primary role of stakeholder engagement is to ensure transparency, openness, and accountability in FSO's work. We have developed and implemented a governance model and stakeholder engagement approach to support broad and diverse representation across the FTB sectors.</p> <p>FSO's governance and consultation framework ensures regular and transparent engagement with stakeholders to conceptualise, design, and implement work across the four core JSC functions.</p>

	<p>FSO actively seek representation from both large and small industry employers, as well as priority groups such as First Nations, LGBTQI+, women, older Australians, and people with disabilities.</p> <p>Stakeholder engagement activities must align with at least one engagement objectives, which include:</p> <ul style="list-style-type: none"> <li>• building trust and relationships</li> <li>• gathering information and feedback</li> <li>• generating support and buy-in</li> <li>• managing risk and addressing concerns</li> <li>• improving transparency and accountability</li> <li>• providing focus and ability to scale</li> <li>• scale and legitimacy through others.</li> </ul> <p>FSO measure progress toward these objectives through agreed performance metrics that are reported to the Board.</p>
<p><b>Focus on learner outcomes</b></p>	<p>Learners are central to FSO’s strategic approach. FSO evaluates the impact of actions based on the improvements delivered to learners, whether through industry, training providers, or government. Workforce planning processes collect data on learners, including their enrolments and completions, and partnerships with employers, unions, and training providers offer valuable insights.</p>
<p><b>Ethical behaviour</b></p>	<p><b>JSC Code of Conduct</b></p> <p>Operations are guided by the <i>Jobs and Skills Councils – Strengthening Australia’s National Vocational Education and Training System Program Code of Conduct</i>. This Code of Conduct outlines the ethical obligations and expected standards for Directors, advisory committee members, employees, contractors, subcontractors, and agents in performing their work.</p> <p>The Code of Conduct is issued to all individuals listed above upon their appointment by the FSO. Adherence to the Code of Conduct is promoted and monitored through various mechanisms, including:</p> <ul style="list-style-type: none"> <li>• Inclusion of the Code of Conduct in the Employee Handbook</li> <li>• Adherence to the organisational value of ‘Accountability’ via the bi-annual Learning and Growth reviews</li> <li>• Management of contractors, including contract templates to ensure adherence to and inclusion of the Code of Conduct</li> <li>• Use of the ‘Conflict of Interest’ and ‘Gift and Benefits’ register to maintain active and updated records of potential and mitigated risks</li> <li>• Induction information for all Directors, members, and advisory committee members.</li> </ul> <p><b>Managing acceptance of gifts and benefits</b></p> <p>FSO’s employees may occasionally receive gifts and benefits from individuals and organisations while performing their official duties. When accepting gifts, employees are expected to uphold public expectations of integrity, accountability, independence, transparency, and professionalism.</p> <p>FSO’s Gifts and Benefits Policy defines a gift or benefit as any item or service offered to an FSO employee by clients, customers, or other associates during their official duties. This policy mandates that FSO maintain a register of all gifts and benefits received, which is published on the website.</p> <p><b>Procurement</b></p>

	<p>FSO is committed to ensuring that slavery, enforced labour, and human trafficking have no place in its business or supply chains. The Procurement and Contract Management Policy mandates taking reasonable steps to identify, assess, and address risks of modern slavery practices in operations and supply chains.</p> <p>During due diligence on new vendors, it is assessed that they comply with Modern Slavery laws. Employees are obligated to raise any concerns about individuals or organisations with whom they interact.</p> <p><b>Managing Conflicts of Interest</b></p> <p>The Conflict-of-Interest Policy ensures the identification, disclosure, and management of any actual, potential, or perceived conflicts of interest to safeguard integrity and ensure actions are in the best interests of the organisation. FSO mandates that all staff complete a Conflict-of-Interest declaration upon commencement of employment, and the Board evaluates any new or updated conflicts at each Board meeting.</p> <p><b>Whistle-blower protection</b></p> <p>The Whistle-Blower Policy is outlined in the FSO Employee Handbook. The Handbook defines a whistle-blower and details the protections provided under the <i>Corporations Act 2001</i>. Additionally, the Whistle-Blower Policy offers guidance to staff on identifying reportable conduct and the steps to take if they observe such conduct.</p>
<p><b>Responsibility and accountability</b></p>	<p>The governance framework ensures accountability by requiring FSO to report on its operations and financial management to the Board, seek advice and endorsement from Board Committees on relevant decisions, actively consult tripartite stakeholders in delivering programs of work, and maintain records of engagement across all committees and taskforces.</p> <p>Accountability is a core value at FSO, and all staff are expected to demonstrate accountability in their work and interactions with stakeholders.</p> <p>The EOS fosters a culture of accountability by establishing clear roles, responsibilities, and metrics, supporting everyone to work towards the same objectives.</p> <p>FSO reports on its progress against the following criteria to the Board and DEWR:</p> <ul style="list-style-type: none"> <li>• One, three, and 10-year goals</li> <li>• Strategic objectives</li> <li>• Agreed Key Performance Indicators</li> <li>• Program delivery of 90-day sprints.</li> </ul>

### Formal Declaration

Future Skills Organisation declares that it has been compliant with the *JSC Code of Conduct* for the period 1 July 2024 to 30 June 2025.

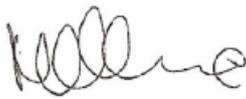
Future Skills Organisation declares that the information contained in this Statement is (to the best of its knowledge) accurate, complete and not misleading and that it understands that giving of false or misleading information is a serious offence under the *Criminal Code Act 1995* (Cth).

Full Name: Marc Washbourne

Position Title: Director

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Signature:



Date: 14 August 2025

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Full Name: David Masters

Position Title: Director

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Signature:



Date: 14 August 2025

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