

Governance Board Meeting – Agenda

19 February 2026

Board Members	Michele Bullock	Chair
	Carol Schwartz AO	Deputy Chair
	Swati Dave	Member
	Danny Gilbert AM	Member
	Andrew Hauser	Member
	Elana Rubin AM	Member
	David Thodey AO	Member
	Jennifer Westacott AC	Member
	Susan Woods	Member
Standing Attendees	Anthony Dickman	Secretary
	David Norman	Deputy Secretary
	Martin Thomas	General Counsel
Other Attendees	Karlee Hughes	Chief People Officer (<i>Item 4</i>)

4 People matters			
4.1 People Update	10:50–11:05 [15]	Karlee Hughes	Approval
4.2 Safety and Wellbeing Semi-annual Report – 2025/26	11:05–11:15 [10]	Karlee Hughes	Discussion

Item 4 – People matters

4.1 People update

The Chief People Officer introduced the report by highlighting:

- a new Enterprise Agreement
- a particularly complex employee dispute involving extensive involvement of several staff and external legal advice
- The Bank's WGEA-affirmed pay gap

The Board the **NOTED** the people update.

4.2 Safety and wellbeing semi-annual report – 2025/26

Members discussed the following matters:

- the signal that informal grievances can provide of a 'speak-up' culture.

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- the importance of monitoring unplanned absences as an early warning indicator of fatigue.

The Board **NOTED** the safety and wellbeing semi-annual report for 2025/26.

Minutes of the Governance Board Meeting

Hybrid – 19 February 2026

Members participating

Michele Bullock (Governor and Chair), Carol Schwartz AO (Deputy Chair), Swati Dave, Danny Gilbert AM, Andrew Hauser (Deputy Governor), Elana Rubin AM, Jennifer Westacott AC, David Thodey AO, Susan Woods (Chief Operating Officer)

Others participating

Anthony Dickman	Secretary	
David Norman	Deputy Secretary	
Martin Thomas	General Counsel	
Karlee Hughes	Chief People Officer	<i>(Item 4)</i>

Item 4 – People matters

4.1 People update

The Chief People Officer introduced the report by highlighting:

a new Enterprise Agreement

- a particularly complex employee dispute involving extensive involvement of multiple staff and substantial support from external counsel
- the Bank's WGEA-affirmed pay gap

The Board the **NOTED** the people update.

4.2 Safety and wellbeing semi-annual report – 2025/26

Members discussed the following matters:

- being able to resolve employee grievances informally before they escalate into a formal complaint is a good lead indicator of an effective 'speak-up' culture.

- the importance of monitoring unplanned absences as an early warning indicator of fatigue.

The Board **NOTED** the safety and wellbeing semi-annual report for 2025/26.