

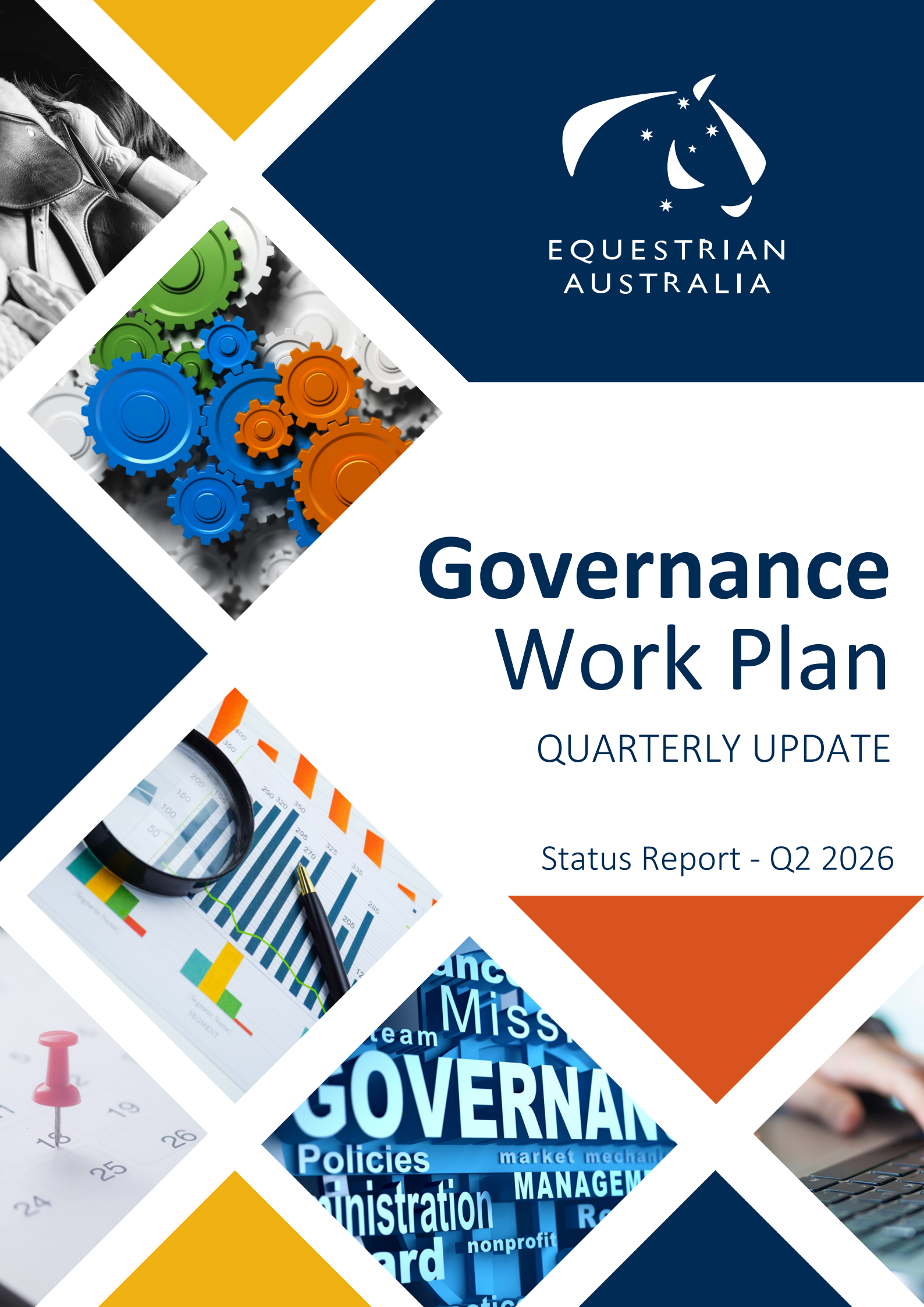


EQUESTRIAN
AUSTRALIA

Governance Work Plan

QUARTERLY UPDATE

Status Report - Q2 2026



ABOUT THIS REPORT

Equestrian Australia's Annual Governance Workplan 2026 sets out 82 actions across 12 recommendation themes, responding to the EA Governance Review. This Q2 update reports progress against all workplan actions for the quarter ending 30 June 2026.

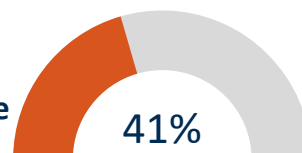
The Workplan is structured across two responsibility streams: Board-level actions (overseen by Directors) and management actions (led by the EA executive team). Both streams are reported here.

Nicholas Ballard
Chair

55 of 82 Actions On Track



Overall Completion Rate



21 Board decisions made this quarter



Key Achievements — Q2 April - July 2026

Board Governance & Committee Effectiveness

- Board Agenda and Board Paper templates reviewed and finalised
- Finance, Risk & Audit Committee (FRAC) Sub-Committee recruitment, induction and Yearly Workplan completed
- Nominations Committee induction completed; Annual Governance Workplan implemented; Observer incorporated into the Board Charter
- Comprehensive Conflicts of Interest register developed
- NDC Member induction now under way, with the Chair and CEO attending NDC meetings

Strategy, Values & Engagement

- KPIs for the Stakeholder Engagement & Communication Framework finalised
- Leadership Charter published on the EA website
- ASC Gender Equity Action Plan embedded into the Nominations Committee Charter

Risk & Integrity

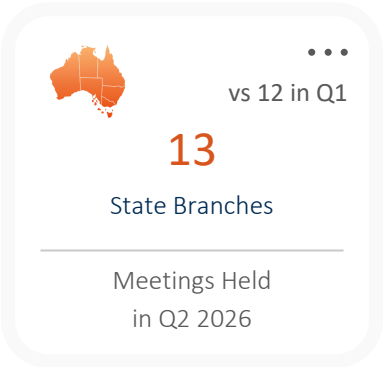
- Complaint Officer recruited and new secure case management platform implemented
- Delegations Policy updated for integrity matters; integrity embedded in the Board Charter
- Core cost identification completed for the Whole-of-Sport Complaints Management System

STAKEHOLDER & MEMBER ENGAGEMENT STATS

Member Engagement



Stakeholder Engagement



Communications



BOARD GOVERNANCE & COMMITTEE

EFFECTIVENESS

The Prioritisation of Board Governance & Committee Effectiveness pillar focuses on returning EA to Governance First Principles, strengthening the foundational structures that underpin all governance activity. The Board's focus on governance fundamentals reflects EA's commitment to transparency, accountability and best practice across the equestrian community.

Prioritisation of Governance

 8/10

8 complete

Completed this Quarter

- Review and sign to ensure understanding of the revised Board Charter
- Review of Board Agenda
- Board to approve updated Conflicts of Interest Policy
- Conflicts of Interest Policy to be completed by Directors, Sub-Committees and staff

Upcoming

- Protocol for non-adherence with Charter in development

2 in progress

Board Composition & Appointments

 2/5

2 complete

Completed this Quarter

- Appointed Director recruitment actively underway

Upcoming

- Director Induction Program and Succession Policy in development
- Review of Skills Matrix definitions
- Review and update Skills Matrix to encompass governance domains

3 in progress

Board Performance Review

 2/4

1 complete

Completed this Quarter

- No actions progressed

Upcoming

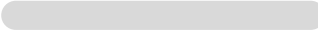
- Agree Board KPIs for 2026
- Update Nominations Committee Charter to include Board evaluation
- Approval of revised Nominations Committee Charter

3 in progress

BOARD GOVERNANCE & COMMITTEE

EFFECTIVENESS

EA Board Skills Matrix

 0/3

3 in progress

Completed this Quarter

- No actions progressed

Upcoming

- Review and update Skills Matrix definitions
- Update to encompass governance domains and DEI principles
- Directors to complete self-assessment on updated definitions

Finance, Risk & Audit Committee

 3/4

3 complete

Completed this Quarter

- Recruitment of FRAC Sub-Committee Members to current vacancies focussing on skills
- Induction of FRAC Committee including roles & responsibilities and Board expectations

Upcoming

- Procurement Policy in development

2 in progress

National Discipline Committees

 3/5

3 complete

Completed this Quarter

- Development of an NDCs Skills Matrix
- Clarify the role of Discipline Committee Panel
- NDC Member induction now under way, with the Chair and CEO attending NDC meetings

Upcoming

- Review of NDC Charters to address roles, responsibilities and delegations

2 in progress

STRATEGY, VALUES & ENGAGEMENT

This pillar drives EA’s commitment to a Nationally Aligned Strategy, shared values and meaningful stakeholder engagement. It encompasses the Leadership Charter, DEI principles, NDC governance and the Stakeholder Engagement Framework — ensuring EA and its partners work toward shared goals across the equestrian community.

Nationally Aligned Strategy

 3/5

2 complete

Completed this Quarter

- Strategy development for publication underway

Upcoming

- Nationally Aligned Strategy Consultation
- Publish Nationally Aligned Strategy

3 in progress

EinA Values — Leadership Charter

 3/5

3 complete

Completed this Quarter

- Charter publication on EA and State Branch websites in progress

Upcoming

- Platform to address inconsistent behaviour in development

1 in progress

State Branch Relationships

 1/3

1 complete

Completed this Quarter

- Collaboration on Member Fees & Levies

Upcoming

- Review current roles and responsibilities of EA and State Branches
- Review previous MoUs with State Branches and draft updated version

2 in progress

STRATEGY, VALUES & ENGAGEMENT

Stakeholder Engagement & Communication

 2/4

2 complete

2 in progress

Completed this Quarter

- Develop KPIs for Stakeholder Engagement and Communication Framework
- Held first Member Engagement Forum

Upcoming

- Strategic Forum Member Roadshow — ongoing through 2026

Diversity, Equity & Inclusion

 3/8

3 complete

2 in progress

Completed this Quarter

- No actions progressed yet

Upcoming

- Develop an Organisational DEI Policy in line with the ASC template
- Develop a reporting mechanism based on the DEI policy

Values Embedding — Education & Governance

 0/3

1 in progress

Completed this Quarter

- No actions progressed yet

Upcoming

- Co-designed education program to enforce Charter

RISK & INTEGRITY

This pillar strengthens EA's risk management capability and integrity framework. It covers the Risk Appetite Statement, Critical Incident Management, a whole-of-sport complaints system, Integrity Governance Framework and the policy gaps identified in the EA Governance Review — building a safe, transparent and accountable environment for all equestrian participants.

Risk Management

 2/3

1 complete

Completed this Quarter

- CIM framework review in progress — working with ASC

Upcoming

- Strengthen Risk Appetite Statement

2 in progress

Integrity Governance Framework

 4/5

4 complete

Completed this Quarter

- Accountability allocation for integrity between EA and States

Upcoming

- Develop a Fit and Proper Person standard

1 in progress

Integrity Capability & Education

 2/3

2 complete

Completed this Quarter

- Recruitment of a Complaint Officer
- Review of current Complaint Management Platform

Upcoming

- Develop a National Integrity Education Program

1 in progress

Whole-of-Sport Complaints Management

 2/3

2 complete

Completed this Quarter

- Transparent cost-sharing model completed
- Core cost identification completed

Upcoming

- Reserve funding mechanism to be developed

1 in progress

KEY DATES & MILESTONES — NEXT QUARTER

August 2026

Nominations Committee Charter

All Directors to approve the revised Nominations Committee Charter at the August 2026 Board meeting — formally embedding EA Values into governance processes.

**July -
September
2026**

National Discipline Committees

NDC Charter review, continued
NDC Member induction.

**July -
September
2026**

Skills Matrix

EA Board Skills Matrix review and qualifications updated ahead of 2026 Director Elections

**July -
September
2026**

Diversity, Equity & Inclusion

Organisational DEI Policy developed



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