

Board Composition Framework as at November 2025

The Board Composition Framework comprises our diversity targets and our composition matrix.

Board Diversity Targets

The Board recognises the importance of independence and diversity in fostering a range of perspectives and experiences. The targets below reflecting our commitment to ensuring effective leadership and decision-making that serve the people and communities we support.

Diversity Target	How are we travelling?
<ul style="list-style-type: none">• Gender balanced, represented by a minimum of 50% women	<ul style="list-style-type: none">• 33% of our Board is represented by women
<ul style="list-style-type: none">• Diverse mix of Board Directors with varying age	<ul style="list-style-type: none">• Representation from ages from under 45 to 60+ years
<ul style="list-style-type: none">• 2 Board Directors identify as Aboriginal and/or Torres Strait Islander	<ul style="list-style-type: none">• 1 Board Director identifies as Aboriginal and/or Torres Strait Islander
<ul style="list-style-type: none">• Majority representing lived experience relating to our service delivery.	<ul style="list-style-type: none">• 75% of Board Directors identify as having lived experience relating to our service delivery, specifically through having caring responsibilities, living in rural or regional area, identifying as being CALD and/or having experienced mental health challenges.
<ul style="list-style-type: none">• Diverse mix of Board Directors with varying tenures	<ul style="list-style-type: none">• Tenures range from <1 year to 4.5 years
<ul style="list-style-type: none">• 100% independent	<ul style="list-style-type: none">• 100% independent

Composition Matrix

	Ken Smith (Board Chair)	Robyn Mildon (Chair, RPQ)	Mahir Momand (Chair, AFR)	Lorraine Sheppard (Chair, P&C)	Dave Wenitong (Co-Chair, Aboriginal and Torres Strait Islander BAC)	Chris Knoblanche	Paul Ronfeldt	Michael Bromley	Julie Cleary
Committee Rep	Ex officio on all Committees	RPQ	AFR	AFR, RPQ, P&C	P&C, Aboriginal and Torres Strait Islander BAC				
Tenure	Joined Oct 2023	Joined June 2021	Joined May 2023	Joined Oct 2023	Joined Feb 2024	Joined Nov 2025	Joined Nov 2025	Joined Nov 2025	Joined Nov 2025
Independence	Independent	Independent	Independent	Independent	Independent	Independent	Independent	Independent	Independent
Diversity									
Gender	M	F	M	F	M	M	M	M	F
Age	60+	46-60	Under 45	60+	46-60	60+	46-60 years	46-60	46-60
CALD			•		•				
Aboriginal and/or Torres Strait Islander					•				
Lived Experience	•	•	•	•	•		•	•	
Core									
Governance and/or Legal									
Strategic Leadership									
Sector-Specific Expertise									
Financial, Risk and/or Commercial Acumen									
People and/or Culture									
Technology and/or Innovation									
Integrity, Brand and Stakeholder Engagement									
Government and/or Government Relations									

Dark green denotes primary skill; light green denotes secondary skill; no colour denotes not identified as a skill

Explainer

Committee Rep	Denotes the standing committees on which Board Directors are members. Benevolent has the following standing committees: Audit, Finance and Risk (AFR); People and Culture (P&C); Research, Practice, and Quality (RPQ); and Aboriginal and Torres Strait Islander Board Advisory Committee.
Tenure	Based on the year of the AGM at which the Board Director was elected, up to the current year.
Independence	Denotes whether a Board Director is independent as guided by the laws applicable to Benevolent including the Corporations Act 2001 (Cth), Australian Charities and Not-for-profits Commission Act 2012 and Aged Care Act 1997 (Cth).
Diversity Targets	Based on self-identification by Board Directors.
Age	based on age groups of: <ul style="list-style-type: none"> • under 45 years – professionals in the early to mid-stages of their careers • 45 – 60 years – mid-career professionals • 60+ years – senior professionals with decades of leadership experience
CALD	means a Board Director who identifies as being culturally and linguistically diverse.
Aboriginal and/or Torres Strait Islander	means a Board Director who identifies as Aboriginal and/or Torres Strait Islander.
Rural or Regional	means a Board Director who identifies their primary place of residency is outside Australian metropolitan cities.
Lived Experience	means a Board Director who identifies their lived experience reflecting communities Benevolent supports through its service delivery.
Core Competencies	means key competencies for Board Directors as defined by the Australian Institute of Company Directors (AICD), encompassing essential skills across industry knowledge, technical expertise, governance and behavioural attributes. Key competencies are demonstrated through the review of the <i>Benevolent Director Guide</i> and successful completion of the mandatory knowledge check. Additionally, it is encouraged that individuals complete the AICD Company Directors course, an equivalent program or the AICD self-assessment course with satisfactory results.
Specialist Skills	means specialist skills and industry/sector experience that Benevolent has identified as being critical for effective governance.
Governance and/or Legal	includes any one of the following skills and/or experience: Governance, Legal and Regulatory and Crisis Management and covers organisational oversight, ensuring good governance, legal compliance, the organisation’s ability to respond to crises and ensuring alignment with good corporate citizenship principles including sustainability and ESG objectives.
Strategic Leadership	includes any one of the following skills and/or: Strategy and Organisational Leadership and focusses on high-level strategic direction and decision-making, including organisational growth.
Sector-Specific Expertise	includes any one of the following skills and/or experience: Human Services and NFP Leadership, Human Services, Charity and NFP, Clinical Care and Governance, Social Policy, Academia and Impact Management and focusses on expertise in human services and charities/NFPs, promoting best practice in clinical care and governance, focussing on client centred and human rights, advancing social impact and contributing to knowledge-driven governance and continuous improvement.
Financial, Risk and/or Commercial Acumen	includes any one of the following skills and/or experience: Finance, Risk Management, Corporate, Mergers and Acquisitions and Investment Management and focusses on financial management and oversight, risk mitigation, strategic investment, corporate governance and expertise in mergers and acquisitions to ensure financial sustainability and growth.
People and/or Culture	includes any one of the following skills and/or experience: People and Workforce, Aboriginal and Torres Strait Islander Knowledge and covers managing human capital, building the right culture and fostering a diverse and inclusive environment.
Technology and/or Innovation	includes any one of the following skills and/or experience: Technology Governance and Cybersecurity, Digital Transformation - AI and Digital Literacy and focuses on overseeing technology governance, managing cybersecurity risks, and driving innovation through digital transformation and AI integration.
Integrity, Brand and Stakeholder Engagement	includes any one of the following skills and/or experience: Brand, Marketing and Fundraising and focuses on building and promoting the organisation’s brand with integrity, driving marketing efforts, raising corporate, private philanthropic and individual donor funds.
Government and/or Government Relations	includes any one of the following skills and/or experience: Government and/or Government Relations and Academia and focusses on expertise in managing relationships with government entities, navigating policy and regulations, securing government support.