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10/02/2026

Jonathan Brewer
via email

Dear Jonathan

Re: Independent Directors

On behalf of the APNIC Executive Council (EC), I wish to thank you sincerely for your correspondence and for the thoughtful contribution you have made for the EC to consider introducing appointed independent directors. Your engagement over several APNIC meetings, and the careful analysis you have shared, reflect a strong commitment to APNIC's governance and to the health of the broader community.

The EC has given your suggestion careful deliberation. We fully acknowledge the important issues you have raised - particularly the challenges relating to gender diversity, representation, and the range of professional expertise available to the EC. These matters are significant to the organisation's long-term resilience and to maintaining confidence in APNIC's governance processes.

After consideration, the EC has concluded the fully elected structure is integral to ensuring accountability, transparency, and Member trust in the organisation's governance. The EC are the representatives of the membership, and therefore Members must retain ultimate discretion over the composition of the EC. As such, the EC will not pursue the introduction of appointed independent director positions at this time.

With respect to professional expertise, the EC remains confident that this is addressed with the support provided by the Secretariat and the ability for the EC to retain independent specialist advice as required based on prevailing circumstances at any time.

The EC actively recognize that diverse boards bring new perspectives which can only improve their capability. However, the EC believes that appointed seats are not the appropriate mechanism as appointments based on identity criteria, such as gender, leave underlying systemic and structural barriers – such as processes, cultural and community dynamics – unaddressed and could unintentionally undermine the appointees themselves – no matter how qualified and capable they are.

Addressing these systemic and structural barriers requires concerted action.

As such, and given Members have ultimate discretion over the composition of the EC, the EC publicly calls for the membership to direct our collective efforts toward understanding and addressing root causes so that the pipeline of diverse candidates, particularly women, is strengthened within the elected model.

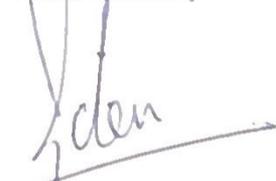
To help start this, the Executive Council has asked the Secretariat to facilitate community discussion regarding this matter and to support, collaboratively, the identification of friction points – whether it be eligibility criteria, process issues, practical impediments, cultural factors, or any number of other challenges – to help ensure that our future leaders feel empowered and confident to step up. However, this cannot just be talk – we must take advantage of opportunities to engage in meaningful action.

The Executive Council believes that the introduction of EC term limits, subject to Member approval at APNIC 61, presents a meaningful opportunity for renewal and broader participation. If this change is successful, it will require thoughtful succession planning and active identification and consideration of new candidates by APNIC Members and the broader community.

The EC believes that meaningful change can be achieved. The immense capability and contributions of the women in our community cannot be overstated. Since the introduction of the Electoral Committee, the EC has each year appointed a majority of women to this critical function – each of whom have stepped up, taken on the responsibility, and distinguished themselves in doing so. The community has entrusted women to Chair two of APNIC's four Special Interest Groups. We hope, in time, that this confidence and support will again be reflected in representation on the EC.

We thank you for raising this matter, your continued engagement in APNIC's governance, and your advocacy on this issue. Your input has been valuable in shaping the Executive Council's reflection on this subject.

Yours faithfully



Roopinder Singh Perhar
Secretary
APNIC Executive Council