



Welcome to the latest issue of Board Alert – once again, our biggest issue yet. As our membership continues to grow, so too does the range of directorship opportunities that we’re able to present to you – over 300 roles in this issue alone.

Our feature interview this month is with Ita Buttrose, AO, OBE and the Chair of our Advisory Board who kindly agreed to share her thoughts about what she feels are the key issues and challenges facing Australian boards and their directors. We have also included interviews with five CEOs currently looking for Director talent, thought provoking articles about the importance of competitive intelligence and success coaching, and the latest Board news from around the world.

Just a little of what you can read about in this issue of Board Alert.

Enjoy,
Kylie

Kylie Hammond | CEO | Founder

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Board Opinion

Ita Buttrose, AO OBE

Ita Buttrose AO, OBE & Chair of the Director Institute Advisory Board, began her board career in 1974 as the first woman ever appointed to the board of Australian Consolidated Press. Since then she has held directorships on more than 19 boards, including News Limited, Prudential, The Smith Family, Chair of National Advisory Committee on AIDS, President of Arthritis Australia and most recently President (now National Patron) of Alzheimer's Australia. She is also a Centennial Park and Moore Park Trustee.



This month, Ita kindly agreed to share her thoughts about what she feels are the key issues and challenges facing Australian boards and their directors.

Ita, your extensive Board career to date spans over 40 years. How has the boardroom changed over this period, if at all?

The boardroom is still a very male dominated environment, not so much in the not-for-profit sector where there are more women, but in the commercial sector that is still unfortunately the case. Apart from this, the rules haven't really changed. One thing that never changes is the need to do your homework before attending meetings. I think a lot of directors get caught short because they don't prepare enough – they may scan the papers and the financial reports, but they rarely read the backup papers from within the organisation that provide crucial insight into how things are going.

You've recently spoken of your support for the introduction of quotas in the boardroom?

I used not to have that view – I used to think that women would make it without quotas. I was the first woman (along with the then Editor of the Women's Weekly, Dorothy Drain) on the Australian Consolidated Press board back in 1974, and always thought that by now we'd be seeing boards with two and three women, gosh maybe even four. We're now at just over 19%. There are too many companies that have no female representation at all. It's hard to believe that there are major Australian companies in 2015 that still do not have women on their boards. A recent survey shows that there are 81 companies in the ASX 300 that have male only boards, and that includes companies like Ramsey Healthcare, Sirtex Medical and Domino's Pizza Enterprises.

I don't believe that you can say to shareholders (to whom directors are responsible) that a company is as well run as it could be, if you don't have the input of more than 50 per cent of the population at boardroom level. Whether we like it or not, women and men do not think alike on many issues and that's a good thing. It is by successfully bringing the two sets of skills together at board level and using the resulting synergy that gives better results and a company that's truly representative of the population. Research shows that those companies with women on their boards have better bottom-line results too.

Most of us are aware of the impact of the Norwegian experience. In 2003, Norway became the first country in the world to impose a gender quota requiring at least 40 per cent of public limited company board members to be women. By imposing this quota, Norway now has more women CEOs and more women starting businesses as well as on boards. Since Norway introduced quota legislation in the boardroom, other countries including France, Spain and the Netherlands have followed suit.

In March this year, Germany introduced legislation requiring major companies to allot 30 per cent of seats on non-executive boards to women with a January 2016 deadline. I now believe Australia also needs to legislate for boardroom quotas because like Germany, bringing about change to get adequate female representation on boards has been too slow. There's plenty of talk but not enough action.

Some women don't agree with me. Recently I was speaking at an army leadership conference and the topic of female leadership came up – and again, I spoke about the need for female quotas. One of the female

officers approached me afterwards and said that she really didn't agree. "I want to get there on merit," she said.

In response to that, I ask – what exactly is merit? And secondly – it doesn't matter how the door opens. If advancement happens because of quota then at least we get there. If a woman isn't good enough or doesn't make the grade, she won't be allowed to stay on a board. That's the way we need to view quotas.

I think David Gonski made a good point in 2012 at an Australian Institute of Company of Directors' meeting in Perth where he said he didn't know how men had got away with it for so long and that it was time they stopped viewing board appointments as some kind of retirement scheme. That's why I believe in quotas – we need to bring about change.

Real diversity means more than achieving effective female representation. Lack of cultural diversity on Australian boards is something that also limits the range of perspectives in organisations. Cultural and gender diversity in the boardroom are beneficial for business and important to ensure good corporate governance.



What skills are boards looking for?

Given today's global economy it's vital to bring a global perspective to a board. We can't avoid the fact that we do compete in a global world and many Australian companies look offshore for business opportunities.

Australia has much to offer in areas such as knowledge and education. For example, when Australia signed the free trade agreement with China at the end of last year, it opened the doors even further. Like Australia, China has an ageing population so Australian businesses in this sector should be looking at providing aged care solutions to China. I know some

already are. Boards with a strong global perspective and expertise will be better positioned to make the most of such opportunities.

You must have a passion for the business. There's no point in joining a board if you have no interest in what the company does and you're just there to receive a director's fee. Passion is essential. You can't make a positive contribution without it. And again, you must consider diversity, not just gender or race diversity, but the need for diverse experience and opinions, so that you the boardroom becomes a place for robust discussion about future goals and directions.

What do you think are the big challenges facing Australian companies?

Changing regulations are an ongoing issue that boards will continue to face but keeping up with technology is the major one that all organisations will continually have to come to grips with. I suspect if you look at the boardrooms of Australia you'll find the take-up of technology is not as good as it ought to be. A lot of directors will say that they know about technology, when in actual fact some of them only know how to send an email. I think many Australian directors are technology illiterate and consequently the companies for which they're responsible aren't making the most of the opportunities available.

This also often means that many companies don't use social media as well as they could. These shortfalls need to be corrected and the best way to do this is by establishing teams of tech savvy people who can show and implement what can be achieved.

Currently, Australia is suffering from a lack of business confidence and that's a huge challenge. It is affecting businesses and consumers. Once a consumer lacks confidence in the economy it is almost impossible to convince them to spend or buy. The government urgently needs to get its house in order. We need to get some sense in the senate to allow informed debate and legislation to pass. We also need a business plan and vision for Australia something that is lacking at the moment.

Finally, we can't ignore what's happening in the economy, both at home and overseas. The lowering of interest rates and the Aussie dollar should be having a stimulating effect on our economy but it doesn't appear to be happening and unemployment, especially youth employment has to be a concern. One in five young Australians is out of work – that represents 290,000 15-24 year-olds. China, a country that Australia depends on for much of its trade, has a slowing economy, Europe is flat and the U.S. after a year of encouraging growth in employment appears to have stalled again. All of these things can impact on Australia.

What are the issues that you consider before joining a board?

Whether or not I am truly interested in the business of the organisation and in the case of my non-profit activities, many of which are health related, if I can make a real difference to the cause. And I always ask what do you think I can bring to a board – why me?

We are obviously thrilled to have you on-board as Chair of the Director Institute Advisory Board. Why did you join Director Institute?

I support the idea of encouraging more women to head for the boardroom and empowering women to make the most of their talents and aim for CEO roles. I also admire the drive and commitment of our CEO, Kylie Hammond.

What tips can you give to first time board directors?

1. When considering joining a board you need to carry out due diligence to find out the major challenges ahead of a company, what risks it is facing and how these risks are being managed. It is also vital to ascertain a company's financial viability.

2. You need to have a true passion for any board that you join and a genuine interest in what the company does and what its mission statement is.

3. Check out the time commitment. Many people underestimate the amount of time that is required. Some boards meet monthly, others bi-monthly, some have a number of sub-committee meetings that a director is required to participate in, like audit & risk and remuneration.

4. You must have the financial experience to understand the company's accounts and its financial situation.

5. Importantly if you're asked to join a board, you need to ask why? Why have you been asked to join? Ask the chair what skills or experience he/she thinks you can bring to the board.



BT RUNWAY FOR SUCCESS

Director Institute was a proud sponsor of the recent BT Runway for Success event that was held on the 25th March, 2015.

Emma Mulholland, Macgraw and Pagent were the finalists for the 2015 BT Emerging Fashion Designer Award where Emma Mulholland took the title.

Emma's colourful and out of the box aesthetic caught the eye of the panel of fashion industry professionals including Vogue Australia Editor-in-Chief Edwina McCann, The Australian Fashion Editor Glynis Trill-Nash, Zimmermann Founder and Creative Director Nicky Zimmermann, Shine By Three Blogger Margaret Zhang, Westpac Private Bank Relationship Director Kellie Robertson and Speciality Fashion Group and Fitted for Work Director Megan Quinn who all agreed that her captivating designs were a hit on the runway.

Following the Emerging Designers runway it was time for nine of Australia's leading designers to take the spotlight. Akira, Bianca Spender, Carl Kapp, Camilla and Marc, Carla Zampatti, Ginger and Smart, Lee Mathews, Manning Cartell and Scanlan Theodore. It was a night filled with jaw dropping talent and an opportunity for people from all industries to come together to support the annual charity fashion show supporting non-for-profit Fitted for Work and Australia's leading designers and emerging talent.

Kylie Hammond and Ita Buttrose from Director Institute were proud to be part of this fantastic night.



Coaching for Maximum Success

With 30 years of business experience in both South Africa and Australia, Mike Galgut co-founded InvestAhead Ltd, which he and his partners sold in 2007. Investahead was considered one of the most profitably run advisory groups in the industry with profitability of over 65 percent. "We could never have achieved this without a perfect mix of strengths between partners and staff" said Mike. Mike now focuses on coaching, motivating and advising some of Australia's most renowned business organisations and their leaders - to help them to maximise their talents and their value.

Introducing Mike Galgut, a Gallup-certified strengths coach and a key partner within the Board Portfolio coaching team.



Mike – can you tell us a bit about your coaching methodology, and why it is so successful.

Over the last 30 years I have developed a unique combination of practical life skills, strategic planning tools and strength coaching to guide and influence my own career as well as the careers of my colleagues, staff and clients. My passion is to add value to my clients and their business so that they can achieve their personal goals.

I use the Gallup Strengths coaching methodology with clients to help articulate and truly understand their natural talents, and enable them to build those talents into stand-out strengths. A football player may have a natural ability to kick a ball, but talent alone won't build strength. Together with his coach he must hone that talent - until he can be sure of a near perfect performance every time.

One of the biggest issues that organisations face is in building engagement with their staff. When people focus on their strengths they are six times more likely to be engaged and three times as likely to report having excellent quality of life. Productivity also increases by 12.5 percent. Gallup research found that only one in three people have the opportunity to do what they do best every day. This is a major opportunity for organizations to improve performance outcomes.

Conventional development is about identifying weaknesses and fixing them whereas a strengths based approach to development is about identifying talents, building them into strengths and managing around weaknesses.

"The core of the strengths movement is focusing on amplifying what's right not what's wrong"



“Everyone needs a coach”

Eric Schmidt - Executive Chairman, Google

The core of the strengths movement is focusing on amplifying what's right, not fixing what's wrong. It is not about ignoring weaknesses either but about setting up peoples processes to compensate for them.

Only this week I was working with a client whose strength is what I'd term a 'deep thinker and problem solver', enabling her to be very successful at laying down strategy to resolve complex legal issues. What was causing her stress was the management of new time critical projects that kept being handed to her while she was still dealing with projects that were in the works. Trying to manage the restructure of those time critical new projects together with ongoing projects was causing a lot of confusion and projects were starting to fall behind schedule. During our

“My passion is to add value to my clients and their business so that they can achieve their personal goals.”

discussion it became clear that another team member had a strong talent for managing project deadlines. To manage her lesser talents and direct her energies to where she is most productive, the project rescheduling was handed to the team member with the talent for managing deadlines. Problem solved and she has now freed herself up to focus her strengths where she adds the most value - managing her team and finding solutions to those complex issues that arise.

What value does coaching offer CEOs and Board members?

I have found that CEO's often say to me “it is lonely at the top, I have nobody to talk to, bounce ideas off and seek guidance toward achieving my performance outcomes”. This is where a strengths coach is so valuable.

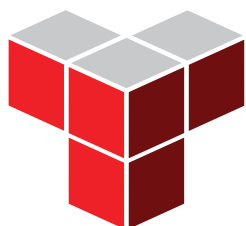
When you speak with very successful business leaders you often find that at some point in their career they've worked with a coach or mentor. I've certainly found that to be the case. As a coach myself, I have had enormous success working with CEOs, Entrepreneurs and Non-Executive Directors and find that by empowering people, they are better able to articulate the unique value that they bring to an organisation or board for that matter.

The real benefit of strengths coaching is that it helps to maximize not only your own performance, but enables you to better understand and then utilise the talents of the people around you – strengthening partnerships and teams.

Mike is an inspirational business leader and coach – and we're very proud to have him working with Board Portfolio and Director Institute members. If you'd like to make an appointment to meet with Mike, please get in touch via info@directorinstitute.com.au.



FEATURE INTERVIEW



Tractile

The Smarter Roof

This month we spoke with Jason Perkins about Tractile - the unique patented roofing solution that has won numerous Australian and International Design and Sustainability Awards.



Tell us about Trac Group Holdings Pty Ltd, and Tractile – one of your patented products.

Trac is an innovative Australian company that owns an intellectual property portfolio comprising of various patents, trademarks, know-how and market knowledge. With over eight years invested in research, product development and test marketing we have developed enviable technology, materials, manufacturing and knowledge of roofing and renewable energy markets.

Tractile offers a unique patented roofing solution that integrates high performance composite materials with solar photo voltaic-thermal technologies (RIPV-T) to meet the growing worldwide demand for sustainable and energy efficient solutions to building.

Developed in Australia, the Tractile Roofing system can be used on residential and commercial projects and has been designed with a focus on aesthetics, performance, ease of installation, and sustainability.

Jason, what is your background and how did you come to be involved in Tractile?

Fundamentally I am interested in great ideas, and then the process of how they transition from that spark of creative energy inside a person's mind into something real that others can experience and benefit from.

My early career was in financial markets as a futures dealer and stockbroker, which was leading me into funds management. I chose to specialise in understanding venture capital investing and sought to develop a comprehensive approach for selecting and managing investments. The entrepreneur in me realised I could choose to be a stock picker or a stock builder, and I chose to build my own companies.

I got involved with Tractile when approached by the original inventor who needed help to commercialise his idea. It all clicked and here we are now.

How did you come to develop what is now the patented Tractile system.

The original idea was to use a hook on the underside of the roof tile to hold the tiles down in cyclone force winds. This then progressed into looking at roof and wall cladding, and focused on building a highly engineered product using less materials, and materials that were greener in terms of their embedded energy. We were also focussed on ensuring that the product would yield other performance benefits.

The starting point for us was to look at the current roofing solution. The roof on most homes does nothing more than provide shading and weather protection for the house, so we focused on looking at what other technologies we could fit inside the tile to enhance the benefits to the homeowner.

We are very much believers in distributive power generation solutions – putting the power generation at the point of consumption.

Our focus was to maximise the yield of energy per square meter out of the roof area, which directed us to look at including PV cells in the roof tiles, and then to solar thermal hot water solutions. No one had ever looked at combining the two technologies inside the one tile and where we differ significantly from other people that are working with RIPV-T is that we've focussed on engineering the technology to be layered within the very thin tile (no more than 30mm thick) – to ensure that our products can integrate with existing roofing technology.

Tractile has created the world's first integrated solar roof tile solution, generating both electricity and hot water from a single unit.

Working as we had been with composite materials, we were aware of the benefits and features that give significant advantages over the incumbent materials for roofing such as concrete and steel. Composites are very lightweight, they are electrically insulated and they're safe for drinking water – amongst many other benefits.

In simple terms Tractile provides a 4-in-1 combination of Roof Tile, Insulation, Electricity and Hot Water in a very architecturally appealing package.

How does the Tractile product compare price-wise with incumbent roofing products?

When you are the pioneer, whole supply chains aren't set up to give you the lowest cost materials. Even with that disadvantage we're already producing parts that are directly competitive with the range of products that our Tractile tile now replaces (and improves on) - and if the market is taking up our products and we reach scale, that will further reduce all of our costs along the supply chain even further. I'm a firm believer that the future direction of solar in a residential environment is going to have to be building integrated, and in particular integrated into the roof tile of the house.

What achievement are you most proud of?

Winning the Australian International Design Awards was peak recognition for the effort we'd put into the development and design of the product. It was certainly one of the most personally rewarding experiences. We had spent 8 years developing and testing the Tractile product and to finally see, after years of concepts, the first roofs go on houses - that was incredible.

What do you think are the key reasons why you've had so much success to date?

I believe you really need to have a commitment to excellence. There is no time for lazy design. You need to put the time in to solve a problem properly. That relates to all aspects of the business - from solving the product issues, team issues and capital issues. From that start point you then look at identifying and managing all the different risks, and in that process you create the value of the enterprise.

What is your future plan?

We plan to grow Tractile into an international brand recognised for excellence and quality. We have committed to establish a dedicated global distribution network and target 100 distributors within 5 years. Our primary focus after Australia will be launching into the US. Beyond this we will expand into the Middle East, South-East Asia, China, and Europe.



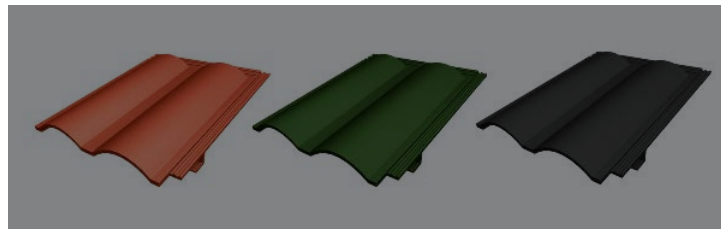
Track Record

- Three Patents filed and/or granted in 28 countries expiring between 2022 and 2029
- Case study product of Embedded Energy Project funded by Queensland Government
- Funding of \$240,000 from Ergon Energy (Australian Electricity Network provider)
- Commercialisation Australia grant of \$236,640 from Australian Commonwealth Government
- Presentation at IGEM 2011 Kuala Lumpur to Malaysian Prime Minister
- Winner of JEC ASIA 2012 Award for Innovation in Energy
- Winner Queensland Premier's Sustainability Award for Innovation in Sustainable Technologies
- Winner Australian International Design Awards 2013 - Major Award for Sustainability
- Winner Australian International Design Awards 2013 - Best of Category Hardware and Building
- Recognised internationally as a leader in both composite materials design and Roof Integrated Photo-Voltaic Thermal (RIPV-T)



What have been the biggest challenges to date?

The hardest thing has been raising capital in Australia. If I had my time again I would have run this business in a different location such as London, Singapore or the US where there is a different investor attitude to start up companies.



I think the majority of Australian investors don't understand manufacturing or clean technology and there's a lot of failure to commercialise Australian ideas because of an overly conservative investor marketplace. This is of course a by product of the mining boom, by which resource driven economies become so specialised at extracting and transporting natural resources at the expense of the higher skilled value adding sectors of the economy such as manufacturing, technology, and innovation. This is a very real and current issue for the political and business leaders in Australia, and has profound effects on whether the nation flounders or prospers.

What tips or advice can you offer other entrepreneurs?

The critical thing that any early stage organisation needs is access to experience and capital - in that order. That's where the work with Kylie and Board Portfolio underpins that first ethos; you've got to be able to access the best experience available, as having the right team around you will set you on the right path.

What do you look for when bringing new people into the organisation?

I really look for attitude in addition to skills – the people I work with have got to fit with the culture. Having a real can do attitude is vital, and they need to be willing to try harder, do more and insist on professionalism with a drive for success.

Every now & then a product comes along that revolutionises an industry.
When it comes to roofing that product is Tractile.



For more information about Trac Group Holdings please contact Kylie Hammond for a confidential discussion. Ref: TRAKH



Join the Director Institute and become a member of Australia's fastest growing network of Director Talent.

Director
INSTITUTE

Since our launch in June of last year we have been delighted with the response from executives and directors from all over Australia. Submissions of interest have been received from more than a thousand people seeking to start their board career as well as those who are looking to expand their existing board portfolio.

Via our Director Institute members website, members gain access to the hidden Directors jobs market, are able to apply for exclusive board opportunities available no-where else in the market, network with other Directors at exclusive off-line events, and are given access to all the tools and resources needed to build a successful board career. Our live 'News' page also provides relevant Board related news from Australia, and around the world to ensure that our members are kept fully informed.

We are currently working with a diverse range of organisations from industries that include the arts, community, sports, technology, medical, government and listed companies. Each of these organisations is looking to connect with quality director talent to help them build their inaugural board, or refresh their current board. One of the benefits that we offer organisations is the diverse range of director talent that we can connect them with. In these challenging times it's vital that organisations can access unique skills, experiences, capabilities and talents associated with board members of different age, gender and background. Currently we have over 200 exclusive board opportunities available for consideration via our jobs board.

All new opportunities are updated daily on the jobs board – which is accessible via the Member login. We also produce this Board Alert every

six to eight weeks which provides a point in time overview of a large portion of the roles that are available – including a round up of the best opportunities available in the broader market.

Another Member benefit is delivered via our Special Member Events where we create opportunities for members to network with and learn from guest speakers as well as each other.

Director Institute Member Benefits

Director Institute membership provides a range of benefits that depending on your level of membership include:

- Exclusive Board Opportunities
- Expert Advice
- Up to the Minute Board News from Around the World
- Exclusive Workshops & Networking Events
- One-on-one mentoring session with a senior board consultant
- Refreshed Board Resume - written by one of our professional resume writers

For more information about becoming a member of Director Institute, please send an email to info@directorinstitute.com.au and one of our team members will get in touch.



MEMBER NOTICE BOARD



• UPCOMING EVENTS •

Start Your Board Career
- 10 Critical Things You Need to Know

Brisbane - 13th May 2015

Building Successful Not-For-Profit Boards -
Seminar & Networking Event

Melbourne - 17th June 2015

Sydney - 22nd July 2015

Perth - 19th August 2015

We are pleased to be able to offer all Director Institute members a complimentary ticket to these events. Non-Members are also welcome to attend - \$65 plus GST.

Tickets are limited so please book your seat early to avoid disappointment.

Videos of some of our previous event presentations are now available to view via the Director Institute Resource Centre.

Refer a Friend
- Member Offer

Refer a friend or colleague to Director Institute or Board Portfolio and both you and the person you refer will receive 10% off the price of any membership, or service purchased via the Director Institute website.

Contact us for details - info@directorinstitute.com.au

New Insurance Cover for all
Director Institute Members –
Coming Soon!

An exciting new insurance product designed exclusively for members of the Directors Institute is now in the final stages of development and is due to be released within the next two months.

Underwritten by Lloyds of London but managed in Australia, this new bespoke Directors Insurance Policy is singularly aimed at ensuring the best personal protection for you and your personal assets.

Policy features and benefits to include;

- Competitive Premium
- Up to \$500,000 Top Up Cover
- Access to a Panel of Legal Experts and free 30 min Legal Consultation Sessions
- Automatic Run Off Cover available
- Automatic Cover for all New Directorships
- No Excess

Along with the above insurance policy, members will also have access to a specialist insurance broking team, dedicated claims department, life and income protection specialists and risk management experts. Stay tuned as more detailed information will be released over the coming months including how members can obtain a quote, how to purchase a policy and additional policy features and benefits.

Access the latest Directorship opportunities
via Director Institute's Job Board

- Step 1:** Enter your member login details
- Step 2:** Click on 'Job Board' on home page navigation area (top of page)
- Step 3:** Use the 'Search Criteria' section to look for specific roles based on the Job Reference #, State, Industry Sector or Organisation name. If you would like to access all available roles simply leave this information blank and click Enter - all roles will be listed from newest to oldest.
- Step 4:** Click on any role that you are interested in. You can click on the star at the top of each opportunity to 'save' the role for future reference, or to put together a short-list of opportunities.

Apply for a Role: All external roles will indicate how you should apply for the role. All internal exclusive roles will have an 'Apply Now' button listed at the base of the opportunity. Click on 'Apply Now' to generate an email to Director Institute. Please attach any relevant cover letter, or CV related to the role you are applying for.

Check the job board regularly for the latest opportunities.

Follow us on Twitter @DirectorInst, and LinkedIn for the latest information about upcoming directorship opportunities, member events, and board news.

FEATURE INTERVIEW

thought leaders™

Middle East



PK has developed an International training, consulting, executive mentoring and coaching business that has a focus on emerging markets including the UAE, India, Saudi Arabia and Iran. He has developed his own unique curriculum around Retail Mastery and Corporate Transition and is now looking for one partner with expertise in curriculum development or an entrepreneur with CXO connections in those markets. We are also working with PK to appoint an advisory board.

PK - you've had an incredible professional career which has seen you accelerate to the top of the corporate ladder in record time, in two continents and within two very different industry sectors - in Hospitality as Head of Food and Beverage with the Taj Group of Hotels in India, and in Retail as Director of Supply Chain at MYER, Australia.

Can you provide some insight as to how that career journey led to the establishment of Thought Leaders Middle East and the development of your personal global brand 'PK Menon'?

I was born in the city of Kerala, India back in the 60's and moved to the city of Mumbai when an infant. After completing my first bachelor degree I got my first paid role with the Taj Group of Hotels. In 1984, just before I had finished a hotel management course the Managing Director of the Taj Group of Hotels came to our university to conduct 'Campus Interviews' with students. From this I was chosen to join their flight catering business and given the responsibility of managing the airline catering for British Airways and Singapore airlines.

Whilst I enjoyed working at flight catering, it most certainly had a shelf life. I learnt about time management skills because if flights were delayed due to catering, Taj would be heavily fined. Following on from this role I moved to the mainstream functions of the Taj Group of Hotels rising quickly from restaurant manager of a fine dining restaurant, to Banquet Manager, and then head of Food and Beverage - all within six years.

As a banquet manager, the largest wedding I organised was a wedding for the chief minister's son - for 50, 000 people. This experience taught me organisational management skills, as regardless of which country you came from, when you delay getting food to a hungry mob, they change colour.

In 1990 my wife and I decided that we wanted to live in Australia, and moved with a one-way plane ticket, and USD\$500 - which I'd borrowed from my father-in-law. I had one contact in Sydney who let me down badly on arrival, and ended up sleeping on floors eating McDonald's chips and a coke as my main meal every day. I took whatever work I could find in those first few weeks and remember cleaning toilets as one of my first jobs - only 48 hours after arriving in Australia.

Finally after about three weeks I secured a Trainee Manager role at Kentucky Fried Chicken. It was a bit of a comedown from the grand working experience at Taj, but at last I had a start. Over the next couple of years I worked my way up to Restaurant Manager of another Pepsi-Cola company - Pizza Hut and a couple of years later was the owner of a small boutique café in an upmarket suburb of Sydney.

Following on from my experience in Restaurants and catering, my wife Manisha and I decided to make a move into Retail - where we joined Grace Bros (MYER), Australia's leading department store chain who were looking for department managers. Over the next eight years I worked my way up through the organisation - taking on roles that included Store Financial Analyst, Merchandise Planner, Planning Manager and finally was appointed General Manager of Planning, and Supply Chain. This was the fastest appointment to the Board level from the shop floor for any employee in the history of MYER.

I was appointed as Director of Supply Chain under the new Private Equity ownership, TPG (Texas Pacific Group, one of the largest private equity firms in the world) and was invited as one of the 12 Directors to become shareholder in the company as part of the TPG Private Equity buy-out of MYER.

My passion for Supply Chain really stems from those days as a first-time Director. The challenges we faced at MYER were massive. A lot of people glorify their success stories and tell you how wonderful they are, however behind every success there are many failures and I certainly had a fair few. But I now realise the more failures I have had, the more successful I have become.

At the beginning of my tenure, the new MYER supply chain itself was sloppy, because the company was capital starved with no proper merchandise systems. Inventory was only updated once a week into the system. You can imagine the complexities of having to deal with 1.2 million SKU's – it was not a one size fits all supply chain strategy.

During this time I almost lost my job as success had gone to my head - in short I had become complacent. I had begun to focus more on visibility than on quality. Fortunately I managed to get my focus back, and with the help of my team took the broken supply chain and made it into a world class operation in less than 12 months. Together we streamlined the entire end-to-end operations for the global MYER Supply Chain. Through a series of carefully executed lean retail supply chain strategies, we achieved more than fifty percent lower Distribution Centre operating costs, twenty two percent lower freight costs (despite greater volumes), an almost fifty percent reduction in transit times, and a fifty percent increase in productivity.

We not only introduced world-class efficiencies across the chain, but also managed to transform the retail landscape on a global scale and in the process delivered \$25 million to the bottom line. In June 2007 I was awarded the prestigious Chairman's Award for 'Outstanding Contribution towards an Organisation'.

What were some of the key lessons you learned from this experience?

When I reflect back on it, it's nothing short of a miracle really. Not just for me, but for the people in the team as well. The team makes or breaks you. If you have the right people around you, anything in life is possible.

"We not only introduced world-class efficiencies across the chain, but also managed to transform the retail landscape on a global scale and in the process delivered \$25 million to the bottom line."

Following this experience I also realised that I needed to make a change. When you are growing up in an organisation, your creative juices are at their best but as you get to the top, you tend to become less creative because half the time you are battling corporate politics, instead of focusing



on innovative ways of building your business. It gets to the point where you can't see the forest for the trees. I think this affects all executives and most senior leaders at some point. The day you feel even a sign of that you need to say it's time to move on.

Career planning, in my view is driven 99 per cent by you and the other one per cent by people who inspire you. It's important to strategically plan your career.

So with that perspective in mind I asked Bernie Brooks (our CEO) to demote me. Quite an odd request I guess for having just delivered \$25 million to the MYER bottom line.

I had taken the horse to the water so to speak in transforming the supply chain - but was very conscious that this was only part of the story. You can't make the horse drink the water. I wanted Bernie to make me part of the horse, demote me to report into the Director of Buying. This way, we could integrate the entire end-to-end merchandise and supply chain – and remove the silo mentality.

I remained part of the board throughout this process, and as a result of this strategy we were able to deliver \$290 million dollars to the bottom line.

How did Thought Leaders Middle East come about?

After the huge success we'd had in transforming the MYER supply chain and the following IPO of MYER, I knew that it was time to make a change. Although financial freedom is important, for me it was no longer all about money. Money is not the end, it's simply a means to an end. I think you've



always got to stretch yourself and take that leap of faith to break that circle of comfort. After taking a holiday with the family I decided to do an NLP training course with the Coaching Institute of Melbourne. This most certainly helped me clean up all the corporate baggage that I was carrying and helped me solidify my thinking. The NLP programme really helped me, without doubt to look at life with a different perspective, something that I was completely alien to.

Since then I have re-trained again and have developed my coaching and training skills even further. I've picked up new skills like Quantum reading where I can now read up to 12 books in three hours. I've worked with the best in the coaching circuit including the likes of Anthony Robbins, Robin Sharma, Blair Singer, The Coaching Institute in Melbourne and Taki Moore. As I began to learn new things I realised how little I really knew.

"The team makes or breaks you. If you have the right people around you, anything in life is possible."

This led me to be introduced to many amazing speakers including Matt Church - who is one of the top ten public speakers in Australia, and globally one of the top twenty-five. With his personal mentoring I too have developed my skills as a

world-class public speaker. My mission now is to leave a legacy and my vision is to create amazing world class thought leaders across the globe.

My organisation Thought Leaders Middle East operates internationally from its headquarters in Dubai. My focus is to help others replicate the level of success I have achieved in accordance with their own aspirations - whether that be to fast track their progress up the corporate ladder, make a successful career transition, work smarter for more financial and lifestyle freedom, or drive their organisation to global market leader status.

I appreciate firsthand that anyone with the right mindset and willingness to learn can enjoy immense success - no matter how humble his or her beginnings.

I have created a unique curriculum that is centred on building world-class retail leaders. Not only do participants complete a mastery of retail education, but they develop both the technical and adaptive skills - develop the art of speaking well, training, building high performance teams, and building thought leadership - to become great leaders in the global market place.

Why are you currently based in the Middle East?

As a Global partner of Thought Leaders I am licensed to teach their curriculum anywhere in the world. While India was an obvious country to base myself, it's a very different India to what I left 24 year ago. Dubai offers a fantastic opportunity for our organisation. It is an emerging market with over 30 per cent of the GDP in the Middle East region being in retail. Living here for much of the year isn't such a stretch for me as it is another city of Indians - actually a glorified city of India. The fact that I speak six languages comes in handy. While the organisation is currently based in Dubai, I do come back to Australia regularly as my family are still based here.

I own one hundred percent of the organisation, including the Thought Leadership licence, and plan to reverse engineer the business back into Australia, and from June onwards plan to spend 10 days in Australia each month. Following on from here I then see opportunities to take my curriculum into Malaysia and Singapore where we would bring on board specialist facilitators to deliver our unique curriculum and IP.

What's next for PK Menon

We are the first organisation anywhere in the world to have developed an instructional guide on developing Retail Mastery and I see enormous opportunity to broaden our curriculum and Thought Leadership offering to a global audience. While Thought Leaders Middle East is growing quickly - I'm speaking at events, writing books, regularly contributing to major magazines, running programs etc, I'm also focused on building 'brand PK Menon' that will have a truly global feel and won't be limited to this region.

Next steps for us include building an online multi-language platform that will enable us to connect and share our IP with people from all over the world.

While I originally came to Dubai focused on building and delivering my Retail Mastery programme, I now see that there is enormous opportunity to further extend our IP to include curriculum based on Transition Mastery.

My life story has been one of embracing change and managing transition. From a business perspective, organisations and individuals carry a lot of risk when they transfer executives (and their families) from one country to another and can have up to forty - fifty percent failure rates when doing so. Similarly there can be up to twenty five percent failure rates when it comes to transitioning from one role to another.

I'm currently working to build out a curriculum to support the whole process of transition (whether it be from one role to another, one country to another or one industry to another), and it will include mentoring, public workshops, corporate workshops, e-books and online programs.



What Advisory talent are you looking to bring into the organisation?

To date, everything that has been developed has been built using my personal savings. All of the different curriculum, content and general groundwork is done. What we now need are investors to come on board to help build out the website. We would also benefit from bringing on-

board key advisors with e-learning expertise, or a strong coaching and mentoring background. Individuals with high profile careers with the ability to connect into organisations at a senior level would also be highly regarded.

What do you think are the key ingredients for Success?

I'm a firm believer that success comes to no one overnight. I am no exception.

The three key ingredients that have helped me get to where I am today are being intensely driven, being focused on continual growth, and embracing failure as an essential precursor to success.

I have experienced many failures and I have achieved phenomenal success because of them. Failure is the fuel; success is a decision.

What are the biggest challenges in building your business?

Getting the right people in your business is the biggest challenge of all. Interested does not mean committed. In my experience people are generally made up of three worker types - A people who make up the top twenty percent. These people are top guns, and don't need a lot of supervision. B people are solid citizens and make up about 60 per cent of workers. They need some motivation, some stroking, but will also be good performers. Then there are the C players - the bottom twenty percent. They could be gun performers, but they're what I'd term 'high maintenance' which in my view isn't good. What I look for are AA people - people with both the 'Ability' and the right 'Attitude'. Ability - I can teach you. Attitude I can't. It's a people game. Finding the AA's is the challenge.

<http://www.pkmenon.com>

<http://www.thoughtleadersme.com>

More About PK Menon:

PK is a Global Partner with Thought Leaders Global, Founder and Executive Director of Thought Leaders Middle East, CEO of PK Menon Enterprises Pty Ltd and Associate Principal of Global Supply Chain Group. He sits on the Advisory Council of the World Brand Congress and is an Expert Faculty Member of the Steering Committee of the Great India B School (India's first and foremost retail business school). His qualifications include an MBA from the Macquarie Graduate School of Management and a Diploma in Advanced Management Studies from the University of Pennsylvania's Wharton Business School.

PK is the author of three books –

- Driven - Accelerate Your Career with Smart Transitioning,
- Supply Chain is Sexy - Harnessing the Retail Revolution and
- Fail Smart - The Undeniable Link between Failure and Success.

DIRECTOR SPOTLIGHT

Sonia Bhojwani



Current Role:

Head of Financial Operations at Special Broadcasting Service (SBS) Australia

Background:

As a highly experienced senior finance executive, Sonia has a reputation for delivering pragmatic and highly effective solutions in complex environments. Her executive and advisory experience encompasses global, Asia Pacific, European and local markets, B2B, B2C, start-ups, turnaround and growth environments. Sector expertise includes entertainment, media, FMCG, industrial products, bio-technology and healthcare.

You've recently changed roles, moving from a senior role at Viacom to the Head of Financial Operations at SBS. What were the big challenges you faced when looking for this role?

I have a very strong audit and advisory background after spending 17 years at KPMG, but did find it harder to jump into senior executive roles when I didn't have extensive commercial or executive experience. My most recent executive roles were in finance transformation, which were often for shorter two year periods of time. This made it more difficult to show a track record of climbing up the executive ladder as the opportunities tended to be lateral ones. While the insights and experience gained from previous roles was of real value, I needed to work on how I positioned that experience. In some instances potential employers saw me as either being over qualified, or under qualified, and it became obvious to me that I really needed to better articulate my value proposition. I don't think women generally are particularly strong at selling themselves, so that was something I really worked on.

Having a coach or mentor was invaluable and helped me to filter through the reams of information you get when interviewing for various opportunities. Getting help with the short-listing of opportunities was also extremely valuable. A lot of executive roles don't come up on the open market for recruitment, or if they do come up the brief was very different to what the actual role was. For me it was very important to have a career coach like Kylie who helped me to broaden my networks and uncover unadvertised roles. She also assisted me to filter through the adverts and the job posts to better understand what the core role was, and culturally, to determine if there would be a good fit or not.

How have Steering Committees and Internal Committees been a positive experience for you?

My time with KPMG provided me with very strong audit and advisory skills and I was regularly asked to provide external reporting to the board. For me it was very important to round that out and get an internal or management view of the organisation, which I could achieve through Steering committees.

I was on a number of steering committees at Cochlear and am currently on at SBS. Steering committees provide a forum where you meet a cross section of the executives from the organisation. The steering committee also provides a safe environment to practice your influencing and negotiation skills before you move to an external board position.

What issues do you think are important for boards or steering committees to consider?

I think it's really important to ensure the board or steering committee embraces multiculturalism. After working in Asia for 12 years, and now working at SBS, I see first hand the importance of bridging the gap between the Asian cultures in Australia. I've certainly found that some of the steering committees I've worked on have tended to be very Anglo-Australian with limited cultural diversity – which really restricts the range of perspectives that get presented.

What key tips would you give to other people looking to make a career change or career transition?

- 1. Perfect your brand profile.** When you're working in an organisation it can get very easy to be caught up in being the person that the organisation wants you to be. Taking time out to think about my brand and how I wanted to be positioned was a really useful piece of work. Once you've defined that brand or personal elevator pitch you then need to ensure that you're portraying that brand, and need to check in to see how other people perceive you.
- 2. Get a Coach or Mentor.** I found it really important to have both a mentor and a career coach so that I would get two objective views of me. But, also to get good feedback on the things that are working, and not working for me. It's often the things that are not working that can hold you back in interviews. A coach or mentor will give you that perspective that will help you to reflect and ensure that you're maximizing your strengths.
- 3. Be Prepared.** Preparation cannot be underestimated and ensuring that you can quickly and easily articulate your strengths to a prospective employer is crucial.

What's next?

My experiences to date have provided me with a 360-degree view of the board. Right now I'm looking for complimentary board positions, for the long-term development of a board portfolio.

FEATURE INTERVIEW



This month we interviewed Mira Stammers CEO and Founder of Legally Yours, a brand new online legal marketplace that is changing the way that business owners access legal services, and changing the way that lawyers work.

Mira, tell us about Legally Yours?

Legally Yours is an online legal marketplace connecting business owners to specialist fixed-fee legal services and lawyers.

Business owners no longer need to worry about how to find a lawyer, and they no longer have to feel anxious or uncertain about hourly rates. Through the Legally Yours online platform, lawyers are able to offer services to business owners that are more accessible, affordable and transparent. The platform also provides lawyers with easy access to clients – and a more flexible way to work.

How does the Legally Yours online marketplace connect business owners with legal services?

When a business owner has a legal matter they simply post their matter on the Legally Yours site and wait for quotes to come to them. New matters take about five minutes to load onto the site and are then matched automatically to local lawyers who have the right experience to attend to the matter. Those lawyers are then notified of the opportunity to quote for the job and can provide their quotes online for the clients' consideration. The business owner then approves a quote and the lawyer gets to work.

How did Legally Yours come about?

I started Legally Yours in June 2014 after working as a corporate lawyer in Melbourne and London for seven years. What I noticed was that people always had two main problems when it came to accessing legal services.

First - they often had no idea how to find the right lawyer for their matter;



and second - even if they could find a lawyer, they almost always complained about hourly rates and being charged for every phone call and email.

Price uncertainty was without a doubt the biggest issue expressed by clients during my time in the law. Clients want value-based billing, and want to pay for outcomes - not hours worked.

Another problem I saw within the legal profession was an inability for lawyers to work flexibly. If you can't work 60+ hours a week or you have another priority in your life, you're out of the game. The inflexible nature of the profession means that many talented lawyers leave the profession in search of a better life. It all seemed a bit backwards.

I knew something had to change, not only for me, but also for the profession. So, from this kind of thinking came Legally Yours, a service that time and time again receives great feedback from clients and from lawyers.

How big is the opportunity for Legally Yours?

The legal services industry is currently valued at approximately \$23bn and is growing at an annual rate of just over two percent. On the flip side, there are more than two million business owners in Australia that at some point in time will likely need to access legal services.

Finding a lawyer just got easy.



While the market itself is large the supply base is incredibly fragmented, with no single supplier holding more than three percent of the market. Fragmented markets need a central marketplace, and that marketplace is Legally Yours.

What are your plans for the future?

At this stage we've proven the concept and have developed a business model that works both online and offline. Our immediate plans are to further automate the business in order to increase scalability. Trust plays a key role in clients selecting and approving quotes from lawyers online, so further elements of trust need to be built into the site, including videos, messaging capabilities, lawyer profiles and live chat functionality.

Once the brokerage model has scaled, the focus will be on creating profit from both sides of the marketplace. The intention is to investigate a franchise model for sole practitioners wanting to leave the corporate space and set up their own practice. It will be an easy to use model that allows lawyers to leave their corporate jobs and set up a business that is immediately accessing new leads. Use of a franchise model sitting behind a brokerage model means that you get longer lifetime value from clients, further revenue streams and increased branding capabilities.

As an entrepreneur, what have been your biggest challenges to date?

My first challenge was leaving a highly paid career and using my life's savings to launch a start-up. Following that it's been a challenge to find the right developers to take the site to the next stage, and of course having the budget to do it. To address this I'm teaming up with Loud & Clear, a national digital marketing agency in Melbourne. I'll be joining their incubator later this year which will give me access to a full technology team at discounted rates.

What advice would you offer other entrepreneurs, or early stage organisations?

1. Get comfortable with being uncomfortable! You don't get anywhere in life when you stay inside the comfort zone.
2. Research your ideas and ask for advice but always test the market and don't be scared to pivot. Clients will tell you when you've hit the sweet spot.
3. Make sure you're passionate about what you do. It's your passion that will get you through the hard times.

What are the benefits of working with an organisation like Board Portfolio?

Kylie has an in depth knowledge of how start-ups work and what they need to succeed. Add to that her broad network of experienced directors and her own business success, I was confident we could create some opportunities together.

What skills or advisory expertise are you looking to bring into the business?

With a proven business model I'm now looking to automate and scale the company and am looking to establish a seasoned Board of Directors to guide the company through this growth phase.

Ideally we are seeking expressions of interest from individuals with expertise in the following areas:

- marketing, advertising, public relations or media
- industry expertise in franchising and law
- high growth ventures
- aggressive online expansion
- technology management

In addition I'd be looking for these Directors to contribute seed investment to accelerate the online strategy and growth of the business.

For more information about this opportunity please contact Kylie Hammond for a confidential briefing. Ref: LEGYKH

THOUGHT LEADERSHIP

Are You Future Ready?

By Babette Bensoussan



In 2012 a colleague of mine introduced me to the “Topple Rate”. This is a measure developed by a McKinsey consultant that measures the rate at which companies lose their leadership position or switch ranks. The topple rate varies across industries however no industry is safe from this growing churn rate.

Maintaining a competitive advantage to withstand this churn rate is among the top objectives of leading companies and Competitive Intelligence (CI) is key for achieving this. Interestingly according to a recent survey by the global consulting firm of Frost and Sullivan, CI is not among the top five tools used by CEOs or Boards to improve business performance.

Today, competing effectively is not just about understanding existing competitors and the current business environment. It is strategically about having a picture of what the future business environment will look like. It is about addressing questions such as:

How will new technology affect you and your customers?
What are you doing to protect your business performance when new and sometime unusual competitors are now only a click away?

As a valued Board Member involved in the strategic planning process of your organisation, do you know which competitors will be your greatest threat in the future? What about potential new entrants? Or how your industry will be disrupted? Are you aware of the external changes that are going to take place in your industry and how it will affect the business's performance?

Competitive Intelligence, or CI as it is commonly referred to, has grown since the 1980s, driven by the work of Michael Porter, as a specialist management discipline around the world as companies face tougher and faster competition

CI is not about internal monitoring issues, paper shuffling, having a database nor the most efficient data distribution. It is an approach that focuses all analytical and planning functions on one outcome, maximising a company's competitiveness in the open market.

Competitive Intelligence is concerned with the methods used to minimise risks in decision-making and takes into account industry risk, competition, and an organisation's own competitive position and advantage. It relates to the techniques used to interpret and analyse external information and communicate it to the right people for timely and effective use.

The intelligence process works best within a strategic framework where directors, senior executives and organisations can look ahead with all the means at their disposal, interpret what they find and integrate these understandings into a continuous cycle or process of competitive ability. The keys to the future are not found through extrapolations, predictions or media gurus, but through patient, careful strategic work. The most significant issue that sets this process apart today is that it requires the introduction of both “analysis” and “thinking”.

The purpose of CI is not to predict the future, but to identify what is likely to happen and to assist leaders to make better decisions about an organisation's future.

The purpose of CI is not to predict the future, but to identify what is likely to happen and to assist leaders to make better decisions about an organisation's future.

A key value of CI is that it underpins foresight and provides early awareness and early warning. This reality check enables board members and senior executives to recognize and monitor the future as it unfolds, thereby reducing risk and minimizing mistakes. Costly mistakes by senior executives, let alone board members, are no longer an option.



The systems for identifying these warning signals are totally different than yesterday's methodology. For example, business respects and relies on traditional information. Statistics, facts, concrete data. This hard or secondary information is retrospective and most useful for quantifying what has occurred. But it is increasingly unreliable and inaccurate for revealing the future in a rapidly changing environment.

Additionally, intelligence projects fall over because of the poor identification and understanding of the key issues and their relationship to the business. The key is to ensure there is understanding of what decision needs to be made and how the intelligence will be directly related to a course of action.

Forced change is always second prize. The secret lies in putting together a strategy for the future based on sound intelligence.



Competitive Intelligence is an integral part of making business decisions today. The process is very specific in its intent and always outward looking, using both internal and external resources as mentioned above. Using CI can give an organisation an advantage and protect it from a higher topple rate.

Forced change is always second prize. The secret lies in putting together a strategy for the future based on sound intelligence.

THE AUTHOR

BABETTE BENSOUSSAN is an internationally esteemed leader in the field of Competitive Intelligence (CI) and Strategy. Her credentials are built upon a long-standing series of outstanding achievements, both business and academic. She is Australia's only awarded CI professional and is one of the most published business authors.

CASE STUDY

Scanning strategic environments and market segment prospects

Aardvark had a problem, perhaps many problems. The market for widgets seemed to be changing, revenue and premiums were under pressure in their key market segments. New market entrants and Aardvark's main competitor were eroding market shares. New business models fuelled by information and telco technology and movements in the exchange rate also seemed to be complicating the picture. What was going on, what was driving this turbulence? How would Aardvark respond? How could they improve their competitive advantage?

Working with Aardvark, we defined the key intelligence issues that would drive the insights required for the decisions at hand. Internal sources of information, expertise and networks across the organisation were mined. At the same time a targeted search for publicly available information was carried out. We also spoke to industry commentators and associations, suppliers, competitors and employees in search of information and knowledge.

The strategic drivers were now becoming clear, the market and competitive terrain had fundamentally shifted and Aardvark appeared to be positioned in the wrong place to take optimal advantage from this powerful set of trends. On the basis of this analysis MindShifts proposed options and strategies that would move Aardvark to take advantage of the emerging opportunities.

Selecting their preferred approach, Aardvark was able to move quickly to modify its capability and move into emerging market segments through a new distribution channel with the right sort of product and service offer. Within twelve months Aardvark had reversed the erosion in market share and was also experiencing strong growth in the new market segments they had entered. Aardvark's market entry was also before its major traditional competitor which was proving to be a significant advantage as they now tried to play catch up.

FEATURE INTERVIEW

This month we spoke with Felicity Potter, the Australian distributor of the 100% natural, cruelty free and environmentally sustainable Ayurda skincare range.



Felicity, can you tell us a bit about Ayurda, and the unique benefits of the skincare range?

Ayurda is pure and authentic Ayurveda skincare, a wellness beauty brand that uses nature's intelligence to enhance, balance and nurture unique skin types. Ayurda products are manufactured in India and are based on the authentic principles of traditional Indian medicine, known as Ayurveda.

The name Ayurda is translated to mean "the one that bestows longevity". Our unique customized approach gives us the ability to promote individual skincare wellbeing at the deepest level. Our authentic formulations have been translated from Vedic scriptures used for centuries by the sages and seers to beautify skin naturally. The traditional formulations go beyond organic ingredients to include nature's energetics that provide a synergistic action within the human body to renew from within. This is a first for the industry.

Felicity, how did you come to be involved in the Ayurda skincare brand here in Australia?

When I was younger I had a very demanding career as a retail fashion buyer. I was required to do a lot of travelling and I guess you could have described me as a workaholic. At 30 years of age I was managing a successful career, being a mother, a wife and friend – and definitely burning the candle at both ends. Trying to keep up with it all simply exhausted me and I became ill. From there I started searching for an alternative and became aware of the science of Ayurveda and met Dr Ajit, (the founder of the Ayurda brand) who began to teach me the science of life. Through conscious awareness I learnt that I could bring balance and health to my life. So began my love affair with Ayurveda - the science for wise living, and my passion for natural beauty.

When Dr Ajit developed the Ayurda brand to help his patients he asked

if I could bring the brand to Australia. Positioning the brand as affordable luxury - Ayurda Australia was born. We currently have a small presence within the Australian health and wellbeing spa industry and have started to develop our online presence with a successful ecommerce arm. Our business model has an emphasis on direct to consumer sales as this is where the growth has shown to come from over the past few years.

What are your plans for the future?

My vision is to help Ayurda emerge as a leader in the luxury natural beauty category, to develop a new way of retailing beauty and to show that beauty can be a lifestyle choice.

Ayurda has a story to tell, it is time for the Australian consumer to rediscover the first chapters of the story of beauty, health and wellness – a story that has touched more lives than any other before. In ancient India, cosmetics and medicine were one. We plan to communicate our story through digital experiences and through innovative consumer touch points - illustrating a luxurious way of life that is at harmony with nature. Today's conscious consumer will be inspired and enticed by the lifestyle of wellbeing and the indulgence of personalised service the natural beauty brand encapsulates.



Why will Ayurda Succeed?

Through Ayurda we have created a new category in beauty - offering a product that supports and reflects a growing consumer desire for healthier and more sustainable living.

Our unique concept fulfils the customers desire to look good, feel good and do good, and we are the first to market skincare that helps the consumer attain the three pillars of true beauty. Outer Beauty, Inner Beauty and Lasting Beauty.



Each and every Ayurda skincare blend is hand-crafted in small batches to maintain integrity and freshness. No artificial colours, phthalates, parabens, or synthetic fillers (like fragrance) are ever used, which means NO harsh ingredients that strip the skin. All Ayurda products are 100% natural, cruelty free and use production methods that are environmentally sustainable.

As the global need for wellness evolves so does the forecasted growth in retail for products that support this approach.

As a business owner, what have been your biggest challenges to date? Like all startups, finance is always an issue. Many years of hard work and significant personal investment has gone into developing the Ayurda wellness concept to the opportunity we have today.

As an entrepreneur I have had to wear many hats. Some days I am doing PR, some days I am holding workshops on our philosophy or training new accounts with product knowledge, and on other days I am developing the online portal or actually packing online orders. Being so close to the core of the business has helped me to understand where the business makes money and where opportunity exists to be the first to market with our retail wellness concept.

Timing has also been a big issue. While we have always been here, it has taken time for the market place to be open to what we are about. When I first started talking about conscious beauty no one knew what I was talking about. Now I get people asking how they can get involved. Timing is everything and we have been very careful to protect the exclusivity of the brand. Now it's time to build Ayurda – the market is ready.

My biggest challenge now is to connect with a team that value the Ayurda opportunity and who can help with execution excellence.

What advice or tips would you offer other entrepreneurs, or early stage organisations?

- It sounds cliché, but it is really important to love what you do, and be passionate about your ideas.
- It takes a lot of courage and hard work to keep going and there are always times when you feel like giving up - but you must have confidence in your abilities.
- Celebrate the good times and don't sweat over the things that don't work out - just learn from your mistakes.
- Surround yourself with great people. No one can do it all alone and don't be shy to ask for help when you need it.
- But the most important thing I have learned is summed up in a business tip I read just the other day from Janine Allis of boost juice who said - "They say you have to spend money to make money but the truth is, in the early days, you have to stop spending money that is not necessary and only spend on what is critical". This is a great tip - I wish I had learnt that in the early days!

What are the benefits of working with an organisation like Board Portfolio?

Kylie is an inspiring and very successful entrepreneur. From the moment I first talked to Kylie she was supportive of my vision and encouraged me to connect to her network of experienced mentors, director talent and range of industry specialists. I value what Kylie brings to the table. I have found her to be intuitive of my needs which has lead me to many wonderful new business connections. Without her valuable introductions I would not have been able to make the connections I have today.

What skills are you looking to bring into the business?

I believe successful businesses are borne out of a well-positioned, unique and relevant concept, supported by successful, cohesive people and a strong financial position. I have the first part of the puzzle but now need the support. I am reaching out in search of a team that can help translate the vision into a meaningful strategy, achieve execution excellence and help bring Ayurda to be a market leader.

These days it's all about communication - whether it be in bricks and mortar, online or through social media. How we communicate our story, how we communicate with our customers and how our customers communicate with us will make all the difference.

If anyone has a shared philosophy towards the vision and a strong desire to create something that both parties will be proud to stand behind then I encourage you to contact Kylie to arrange an introduction.

Ref: AYURKH

SHOWCASE OPPORTUNITY

WORKING
MOTHERS
+connect



BACKGROUND

Working Mothers Connect was founded by working mums who experienced first-hand the issues that women regularly face when re-entering the workforce after raising a family.

From the founder: "In a previous corporate role I held I was regularly in the process of recruiting for positions within my team and often met with women who were re-entering the workforce for the first time after having children. What I noticed first and foremost was the widespread lack of confidence that many women felt when going back to work. In many instances they apologised for taking time out to have children, and felt it necessary to explain the gap in their resume."

Working Mothers Connect provides a dedicated job board website for mums and an online community where mothers can access the services they need to feel more confident and empowered to get back into the workforce.

Some of the services that WMC provide via their online dashboard include:

- Free resume service
- Access to Job Board
- Alerts sent directly to members inbox based on experience and profile matching
- One-on-one interview training sessions
- Mentoring & Coaching – Return to Work Plans
- Helpful Resources, Advice and Tips
- Access to clothing and styling services – 'Get The Look' – to help mums look and feel confident for the office.

THE OPPORTUNITY

This is a rapidly growing market. Sixty five percent of all mums with children aged between 0-5 years are working part-time and seventy five percent of mums with children aged between 6 – 14 years are employed. Importantly, more mums are employed than ever before with a year on year increase of two point five percent.

In 2014 alone, 1.5 million job adverts were placed (three percent YOY - Seek) with over 620,000 part-time job ads placed via Seek in 2014 with double-digit growth YOY in the health, professional services and education sectors, key industries that employ a high number of women/mothers.

While Seek is the generic site for jobs and Spot Jobs for entry-level jobs, Working Mothers Connect will fulfill the needs of this more specific, growing and underserved employment segment.

REVENUE STREAMS

WMC has three key revenue stream opportunities:

- Employers - who can post either a basic job advert for \$75, or access the full concierge & candidate search functionality for \$349.
- Mothers – who access coaching for \$49.95 for twenty minutes, or Resume refiner services for \$49.95
- Advertising – Sponsored content

SUCCESS TO DATE

In a very short space of time WMC have built a highly engaged community via their website, and through social media channels such as Facebook. With a focus on building the WMC brand, and connecting with their audience, they have secured interviews with inspirational working Australian mothers including Melissa Doyle - Channel 7, Janine Allis - Founder of Boost Juice, Chrissy Swann - Comedian and Media Personality and Caroline Creswell - Founder and CEO of Carman's Foods - all of which have been used to generate conversation and interest in WMC. In all instances these amazing women have offered their support and have expressed their genuine interest in the business.

"We have been inundated with interest from organisations keen to work with us, and have a number of partners already in the pipeline. In the coming months we will launch a major partnership with a major Australian company that views WMC as a platform that will resonate directly with their core target market. We'll be working with them on a 3-tiered approach – and are developing a number of video related content pieces that we'll share via their social media channels - all of which will help us to build WMC brand awareness.

While the branding opportunity is enormous for WMC, we are mindful that we're not going to be in a position to out-shout the big players like Seek. Rather we will be taking a very strategic, tailored approach to our marketing to ensure we carefully invest our funds for maximum results."

THE FUTURE

We currently seek expressions of interest from people with proven business experience and with the smarts and leadership capability to guide the growth of our organisation.

For more information about this exciting opportunity please contact Kylie Hammond for a confidential briefing and discussion.
Ref: WMCKH

EXCLUSIVE OPPORTUNITY



One World Resourcing



One World Resourcing Investors, Directors and Advisors

One World Resourcing (OWR) is an exciting new international human resource services group. OWR was born out of the Global Financial Crisis and the need for skilled workers to seek employment opportunities in foreign countries. The business has grown since then and now has operations in Ireland, the UK, Australia, New Zealand and the Philippines. We've set up immigration and consulting businesses and are planning new businesses around the provision of accommodation and training services. OWR provides flexible contracted workforces to resource business expansion and talented professionals to partner with clients to deliver Business Improvement and Growth (BIG Partners)®.

OWR has pioneered the Ethical Resourcing Model® (ERM®) lifting the standards of transparency and accountability in the industry.

We assess and site safe train our employees before they arrive in NZ so they are work ready from day one. We are the first company in the world to have created this model. We are already implementing our ERM® to source workers from the Philippines into New Zealand. We've brokered ground-breaking relationships with Site Safe New Zealand (Health and Safety Authority), ANZ Bank and Site Group International. Together we have developed an exclusive package of offshore assessment and site safe training capabilities outside Manila that delivers savings and reduces risk for our New Zealand Clients in a way that no other company is doing. We're a high energy, ambitious and driven company, and are making things happen. We're passionate about building a sustainable business that can grow organically and develop globally and make a difference to peoples' lives. We want to be innovative, change how things are done, do them better, make things simpler and be transparent.

It's an exciting time to be in an industry that's changing so rapidly. It is a time of opportunity for companies like ours, currently small, to replicate our innovative model throughout New Zealand and into Canada and Australia and other locations where our growing workforce skills are in demand. We plan to grow substantially in the years ahead both organically and through strategic acquisitions. We have a strong management team, who believe in our business model, are capable of its delivery and passionate about our story.

We are looking for suitable investors to assist with our working capital and acquisition requirements, to add value to our company in terms of expertise, networking and business development capability and to join us on this exciting journey.

Please contact Board Portfolio for a copy of the OWR Investment Memorandum Ref: OWRKH



DIRECTOR SPOTLIGHT

Michael Boot



Current Executive Role:
General Manager - Australia
- Clifford Chance LLB

Current NED Role: Advisory Board Member – Work Club Sydney

Tell us about your career background

I started my career in Management Accounting, transitioning over time to Director of Finance and most recently CFO and COO roles. The beauty of Management Accounting was the early introduction to commerciality, which has helped me build strong business acumen.

I've worked in a number of sectors including industry, distribution, education and more recently legal; and have experience working in different types of business that have included family-run, national and global organisations.

What are your key achievements?

My key achievements follow a theme of delivering significant growth through improved systems implementation, establishing new offices and successful integration of existing businesses; and in the case of the latter - holding onto a sense of empathy and concern to ensure we achieved the right cultural outcome.

Why did you start your Board Career?

Three things come to mind:

1. A desire to give back and share my experience to date, and continue to learn - with businesses that value my opinion and advisory counsel.
2. The opportunity to build career progression beyond my executive career – ideally enabling me to achieve flexibility and an active semi-retirement in the future.
3. The excitement and stimulation that comes from extending a network and meeting new and interesting people in diverse industries and sectors.

What Boards do you currently sit on?

I've recently joined the Advisory Board of Work Club here in Sydney - working with the visionary Soren Trampedach. I have also held executive roles on small service company boards as part of my professional career.

What advice do you have for people looking to start their board career?

Network, Network, Network. Get out from behind the desk and meet people in industries and sectors you have a passion for – even if they're industries you don't actually work in. I recommend cold-calling executives (MD's / CEO's) of firms and businesses that appeal. Ask them if they will give you 30 minutes of their valuable time to tell the story of their businesses success. Most successful executives love to talk their story. Close those discussions by coming away with another referral or introduction within the industry - even a competitor. These meetings provide you with the opportunity to promote and sell yourself - but remember, initially its 80-90% listening. Be grateful for their time. Opportunities for board roles will follow.

How has Kylie Hammond and Board Portfolio assisted you to achieve your objectives?

Through Board Portfolio I have been introduced to some influential business entrepreneurs over the past 12 months. The Board Portfolio network is large and offers many diverse opportunities to connect with people of interest.

On a personal level, Kylie has taken an interest in promoting my expertise for which I am grateful, and her support in finding board opportunities that enable me to transition from executive leadership to that of key advisor can't be understated.



SHOWCASE OPPORTUNITY



Advisors | Directors & Investors

MediaRec is a unique automated invoice approval system that has been designed to provide major benefits to organisations that have high volumes of multi-page invoices, time-consuming review and approval processes and where discrepancy management is required.

The MediaRec solution is delivered as a web-based "Software as a Service", pay per use model, which means:

- No upfront capital expenditure
- No complex or costly integration
- Supports any type of Booking System / Invoice Format / Agency corporate structure
- Handles any volume of transactions



We provide a highly specialised accounts payable reconciliation process designed specifically for the media planning and buying industry.



THE OPPORTUNITY

The MediaRec automated invoice approval system has been built specifically for the Media Industry. Up until now, this industry sector has performed their invoicing tasks manually. The manual process is cumbersome and payment errors have an enormous impact on EBIT. So far we have successfully trialled the solution with the Australian Media Industry and are now looking to re-package and commercialise the product and technology.

We are now looking for directors and advisors to join our organisation with strong market credentials, sales and marketing skills and IT knowledge and capability.

For more information about this opportunity please contact Kylie Hammond for a confidential briefing.

Ref: MEDRKH

EXCLUSIVE OPPORTUNITY

GLOMESH

GLOMESH INTERNATIONAL PTY LTD

Exclusive Opportunity | Executive & Value-Add Directors

Background

Founded in Australia in 1958, Glomesh was the 'must have' brand in the Australian fashion accessories market for over 20 years.

Now almost 60 years since it's original launch into the global market, GLOMESH is back.

Daniel Goldberg, grandson of the GLOMESH founders, acquired the lapsed intellectual property and has recently expanded the patent portfolio globally ahead of re-launching the brand. Daniel is the driving force behind the re-launch and brings with him nearly 20 years of fashion industry experience with specific skills in design and development.

Vision

Goldberg's vision is to position Glomesh as Australia's premier aspirational luxury accessories brand in the same space as brands such as Orotan and Mimco and international brands such as Michael Kors, Alexander Wang, Philip Lim and Torey Burch.

Glomesh has recently signed an exclusive wholesaling agreement with David Jones which will provide the impetus for growth in the local market and help prepare the company for international expansion, particularly into Asia.



Products and Market

The core product range includes handbags, totes, clutches, wallets, purses and satchels. In the near future, iPad and iPhone covers, costume jewellery, fragrance, lip and nail cosmetics and pet accessories will be added.

Australia's specialist apparel and accessories retail market is currently estimated at \$12.1 billion in annual sales.

In the aspirational luxury segment, the range and offering available in the Australian market is dominated by two players - Orotan and Mimco, leaving a clear opportunity for a new entrant that can deliver exciting styling with a comprehensive fashion image.

Growth Plans

The company plans to use a mix of distribution channels to cover the market and service consumers' personal preferences. Channels will include department store concessions, stand-alone flagship stores, independent boutiques who carry like-minded brands and online channels to service a global marketplace.

The Opportunity

We now seek individuals who are interested in becoming a part of our exciting growth plans and who bring with them experience in public relations, retail sales, celebrity placement, product design, and business development.

If you would like to find out more about this exciting opportunity please contact Kylie Hammond for a confidential discussion. Ref: GLOKH

SHOWCASE OPPORTUNITY



Investor Advisors & Board of Directors

A brand new online legal marketplace that is changing the way business owners access legal services, and changing the way that lawyers work.

Business owners no longer need to worry about how to find a lawyer, and they no longer have to feel anxious or uncertain about hourly rates. Through the Legally Yours online platform, lawyers are able to offer services to business owners that are more accessible, affordable and transparent. The platform also provides lawyers with easy access to clients – and a more flexible way to work.

Pay for outcomes, not hours worked.

BENEFITS TO BUSINESS

1. Access a wide range of legal specialists all in one convenient location. No more running around trying to find a lawyer!
2. Receive fixed-fee quotes based on your specific legal requirements.
3. Get instant, free, unlimited access to a constantly growing database of lawyers and legal information.
4. Fixed-fees mean you can budget for legal expenses more accurately and effectively.

BENEFITS TO LAWYERS

1. Flexible working conditions – no more 60 hour weeks (unless you want it)
2. Access to clients
3. Pick and choose jobs that you are most interested in

HOW IT WORKS



1. Outline your legal matter.



2. Get a fixed fee quote.



3. Approve the quote.



4. Your lawyer gets to work!

Taking
the
pain
out of
legal



Contact Kylie Hammond Ref: LEGYKH for a confidential briefing about this opportunity.

Australian Private Company

Directors, Advisors & Investors | Software and IT | NSW

This organisation has developed a cloud based, fully integrated, enterprise resource planner with compliance management and field force management for highly regulated industry. Since being established in February 2010 the organisation has now reached break-even point, having signed several clients (ASX listed and private companies) – the first within 8 weeks of launch, and has a strong pipeline of clients at various stages of the sales cycle.

The company intends to launch its products in other selected international markets including NZ, Canada and USA. The organisation is now seeking expressions of interest from high calibre directors, advisors and value-add investors to assist in the achievement of both local and global growth objectives.

For a confidential briefing please contact Kylie Hammond
Ref: SITAUKH



MediaRec

Advisory Board Members & Investors | Software as a Service | Paid

This organisation has developed a highly specialised accounts payable reconciliation process - designed specifically to automate and streamline the end-to-end MAP reconciliation process for the media planning and buying industry. Their service solution is simple to adopt & simple to use - delivered as a web-based "Software as a Service", pay per use model.

The organisation is now looking to meet with interested advisors and investors.

For more information about this opportunity please contact
info@directorinstitute.com.au.
MEDRKH

Womens Networking Organisation

Advisory Board, Investors and Board of Directors

This women's networking organisation has developed an interactive online environment enabling mothers to access vital information and tools to help them make their transition back into the workforce as smooth as possible. Services include one-on-one interview training sessions, return to work plans and resume development. The organisation is now seeking to bring on board an experienced advisory board to provide guidance and governance as they embark on their next stage of growth.

For more information please contact Kylie Hammond.
Ref: WORKKH

Family Office Backed Opportunity

Investors, Directors & Advisory Board Members

This organisation has created a platform that enables the easy creation of multi media books with inbuilt app conversion technology allowing sales and distribution via digital marketplaces such as iTunes, google Play and Amazon. This technology enables real interaction for the book-reader – with features and inclusions such as 'read to me', word highlighting, sign language insertions, special fonts for dyslexic readers etc.

The platform is designed to make it extremely easy for individuals to publish their own works, but will also provide a mechanism to introduce and connect animation and artwork producers with story creators.

They have established good relationships with several major publishers and film companies who are looking to outsource some of their content creation, as well as with many established authors who have indicated their interest in publishing through the platform.

Ref: CASTKH

Streaming Media Company

PE Family Office Backed Opportunity

This organisation has pioneered and patented the world's most efficient system for streaming High Definition (HD) video over the internet via standard web servers. They are the only streaming content provider to offer a global solution - providing a full end-to-end software solution to compress, deliver and display HD video to Internet connected devices with their unique Digital Rights Management system.

Ref: VIVIKH

Internet and Technology Business

CEO & Investor Director, Investor Advisor Opportunities

This Singapore based internet and technology business is a leader in web communications, specifically in Web Real Time Communications (WebRTC). As a result of a strategy to invest heavily in research, technical and engineering resources the organisation is solidly positioned as one of the leaders in providing webRTC via a Platform as a Service model. WebRTC provides an immense range of new opportunities to embed real time communications in all forms of devices as part of the mobile revolution and the move towards the Internet of things.

For more information about this opportunity please email info@directorinstitute.com.au and reference WEBRTCKH

Hire Transport Company

Mandated to Build Inaugural Board of Directors

This successful business specialises in providing wet hire road based logistics and lifting services as well as the dry hire of transport assets to the project sector. The business has been in operation since 2005 and has grown quickly to become a well-recognised brand name also known for its safety, compliance and customer service. Based in Brisbane, the organisation also has satellite depots throughout Queensland, New South Wales, Victoria and Western Australia providing a truly national reach. Director Institute has been mandated to help the organisation build their inaugural Board of Directors.

Ref: TRUCKKH

IT Consultancy

Advisor to Board

A new and exciting opportunity has opened in an IT Consultancy undergoing a major transformation to position it as a leading ANZ consulting organisation. Focusing on the SME and government markets, this organisation is offering a fresh and unique approach to delivering consulting services. With support from its parent holding company, it is currently executing on its 5 year strategy which is to build market momentum through its refined offerings, talent acquisition and geographic expansion. For more information please email info@directorinstitute.com.au

Ref: ITCONSKH

Recruitment Company

Paid Advisory Board

This recruitment company is looking for to build an advisory board and seeks expressions of interest from individuals with either CA or CPA qualifications, extensive IT experience or successful trade-sell expertise.

Please contact Kylie Hammond for more information.

Ref: RECRKH

Multi-Studio Fitness Membership Company

Investor Directors

This organisation has developed a platform that enables members to access multiple gyms or studios with no additional membership required. Through their platform users can quickly and easily search for classes based on search criteria such as date, suburb or type. Multi-Studio Fitness Membership Passports are growing quickly in the US but are yet to be introduced into the Australian market. Currently with a network of 100+ suppliers, a captivated subscriber base and a site easily upgraded into the multi-studio solution, this organisation is well-placed to be the first mover in the Australian market.

Ref: FITKH

Private Group Communications Application

Directors & Advisors | Mix of Skill Sets Required

This organisation has developed a private group communication application that gives – bakers, waiters, lifeguards, school groups, work teams, community workers, all of us – a voice. The application enables small, or large groups of people to quickly and easily share ideas, insights and everyday practical information in a secure and private environment.

For more information about this opportunity Ref: PGCAKH



EXCLUSIVE OPPORTUNITY

thought leaders™ Middle East

PK Menon & Thought Leaders Middle East

[Investor & Advisory Board](#) | [e-Learning Curriculum Development](#)

An international training business that has a focus on emerging markets including the UAE, India, Saudi Arabia and Iran. PK Menon has developed his own unique curriculum around Retail Mastery and Corporate Transition and is now looking for one partner with expertise in curriculum development or an entrepreneur with CXO connections in those markets. We are also working with PK to appoint an advisory board.

Get Ready to Join the World's Best

Prakash 'PK' Menon is one of the world's most influential and respected Leadership authorities, Career Transitioning Specialists and Retail Supply Chain Experts.

In his previous role as Director of Logistics and Supply Chain, Myer Stores, PK and his team achieved the impossible - double profit, contributing more than \$25 million in less than 12 months. PK introduced a series of carefully executed lean retail supply chain strategies that significantly lowered operating costs and resulted in a 50 per cent increase in productivity, and a total of \$290 million being added to the bottom line since the implementation of his strategy.

Currently based in the UAE, PK has established an international training business – Thought Leaders Middle East (TLME), and his own personal curriculum brand 'PK MENON' to provide world-class thought leadership and business education to this growing emerging market.

"My focus is to help others replicate the level of success I have achieved in accordance with their own aspirations - whether that be to fast track their progress up the corporate ladder, make a successful career transition,



work smarter for more financial and lifestyle freedom, or drive their organisation to global market leader status. I appreciate firsthand that anyone with the right mindset and willingness to learn can enjoy immense success – no matter how humble his or her beginnings."

Their unique curriculum is centred on building world-class retail leaders. Not only do participants complete a mastery of retail education, but they develop both the technical and adaptive skills – develop the art of speaking well, training, building high performance teams, and building thought leadership - to become great leaders in the global market place.

The organisation is now looking to grow its global footprint and would like to speak with interested Directors, Advisors and Investors.

Ref: TLMEKH





ALTUM Capital

Advisory Board Member

Altum is an asset management company focused on opportunistic distressed structured credit. This organisation has the appetite, analysis capabilities, and trading expertise to manage the wide variety of opportunities and risks in the current markets. Their experienced executive team has been managing assets for the firm since July 2009, implementing an opportunistic strategy that invests across a wide range of structured credit market sectors including CLOs, RMBS, CMBS, and other asset backed securities in both the U.S. and Europe.

Ref: ALTUKH

Cash Back App

Advisors, Directors and Investors

This Australian owned and operated organisation has established an online application that both attracts and retains new customers for merchants, and provides a single cash-based, low-touch loyalty program for customers who are able to access thousands of merchant offerings from around the country. The technology provides merchants with a suite of user analytics, a highly targeted direct marketing platform and an EFTPOS and POS solution that is fully integrated into TCBA or can standalone.

Ref: CASHKH

Australian Private Company

Directors, Advisors and Investor Opportunities

This organisation has devised a novel system to reduce the braking distance of a vehicle. The new braking system can be applied to cars, trucks and buses, by either retrofit or as part of the original equipment of the vehicle provided the vehicle has automatic transmission.

The technology aims to reduce driver fatigue and decrease stopping distance in emergency braking situations. It is expected that this change will reduce both the number of accidents and injury severity sustained by crash victims.

Ref: ETBSKH

Private Australian Company

Pre-IPO Opportunity

This innovative Australian company is dedicated to identifying and developing improved building systems and materials and aims to market technology, construction systems, and related building products globally, both directly and through a network of associated companies. They are experts in product development and commercialization, intellectual property management and licensing.

Innovations to date include the development of the world's first interlocking roof system made of modern, lightweight and composite materials that are quick to fit (reducing labour by 90%), super strong and provide increased insulation properties.

Ref: TRAKH

Induction and Training Solutions Company

Advisors Only

This company has developed a visually inspired, cloud based, eLearning, training and induction platform that enables clients to create and edit their own impactful video lessons for staff quickly, easily and professionally.

For more information please send an email to info@directorinstitute.com.au

Ref: VELKH

EXCLUSIVE OPPORTUNITY

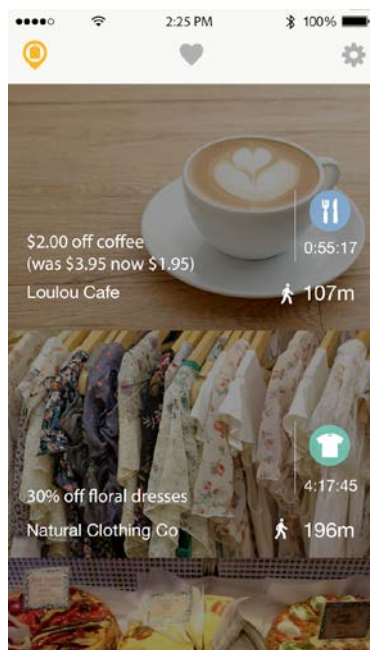


Loocl is a mobile based buyer acquisition tool connecting local sellers with buyers close by in near real-time.

Sellers broadcast deals as short as an hour or as long as the day.
Buyers only see live deals within walking distance.

Local commerce presents a significant opportunity however legacy interests (such as existing classifieds or payments businesses) have resulted in previous entrants ignoring key seller and buyer pain points to the detriment of all.

To date, Loocl has achieved an 81% seller engagement rate (and we have not yet launched). We believe this is because Loocl has been designed from the ground up to address all seller and buyer pain points.



Local newspapers charge an average of \$1,130 a week to advertise.

With 230k retail and hospitality businesses in Australia, there is strong demand for an alternative, highly targeted and cost-efficient buyer acquisition platform. We believe Loocl is that platform and so do the sellers and buyer's we've spoken to.

THE TEAM

The CEO & founder has 15 years of operational strategy and execution experience. Coming from a technology, consulting and online commerce background, he has delivered under extreme pressure many times over. Having taken a senior management role at Australia's most recognised online marketplace, he was later appointed Head of Shipping and shortly after, Head of Shipping and Local where he developed his local commerce insights and expertise.

Loocl technology is being developed by Appscore, a tier one on-shore development agency who, after seeing the founder's vision for the business, offered to become Loocl's strategic technology partner.

The business is also privileged to have an exceptional advisory team including the founder of Aussie Farmers Group and MD of Intuit Australia amongst others.

OUR LAUNCH PLAN

Loocl will launch in late spring 2014 within Sydney's Eastern Suburbs. The hyper-local launch will validate the business model, provide analytics for monetization and ensure future scaling is as seamless as possible before expanding across Sydney, and then across Australia.

BUILDING OUR BOARD OF DIRECTORS

With the imminent launch of Loocl, the business is seeking to establish a seasoned Board of Directors to guide the business through its early growth phase and beyond. In addition, we would be looking for these Directors to contribute seed investment to accelerate buyer acquisition.

We are seeking expressions of interest from executives and investors with expertise in one or more of the following areas:

- Marketing, advertising, public relations or media
- Industry expertise in retail, small business or banking & payments
- Technology management (CTO or Product Lead)
- High growth ventures
- Financial advisory or accounting (CPA, CA)
- Aggressive location based expansion

Ref: LOOCKH

EXCLUSIVE OPPORTUNITY

Sport Aviation Australia

Recreational Flight School

Sport Aviation Australia (SAA) Advisory Board & Investors

Recreational Aviation worldwide is a growth industry. In Australia recreational aviation is administered by Recreational Aviation Australia (RAA) and is accountable to the Australian Government regulator CASA. RAA is a members organization and administers all aspects of recreational aviation including pilot training, aircraft registration, instructors ratings, flight school approvals, pilots certificates and compliance. Most other western countries, USA, UK, NZ, Europe have similar organization's to Australia's RAA.



Deregulation of Chinese Airspace

China has had a closed airspace policy, which has prevented the establishment and growth of a recreational aviation sector. Over recent years China has embarked on a policy to deregulate its air space to allow for the establishment of private and recreational aviation – and has used USA and Australian air space policy to frame its regulatory policy. The deregulation of the Chinese air space and the opening of the country to recreational aviation is to be implemented in 2015, however some deregulation has already taken place.

The deregulation of China's air space creates enormous opportunity for the Chinese middle class to participate in recreational aviation through out China. While there are currently no flight schools (or very few) in China currently, Australian flight schools - which are widely regarded as being the best in the world - are well positioned to take advantage of this new market.

Fully Inclusive Flight-Training Packages

Our business model is focused on providing Chinese students with a fully inclusive recreational aviation flight-training package. The flight students will come to Australia on the highly regarded and recognized Australian student visa. The student package will promote and deliver the highest level of flight training and aircraft safety, the aircraft will all be fitted with a Ballistic Recovery System (BRS) and the flight school package will provide the student with comprehensive flight training resulting in an RAA pilot certificate, China Air Services endorsement and a comprehensive and memorable Australian experience.

We are excited about our growth plans and are now looking for directors with experience in marketing, Asia, aviation, training, RTO, education and capital raising. For more information about this exciting opportunity contact Kylie Hammond.

REF: SAAKH



EXCLUSIVE OPPORTUNITY

Tractile

Directors, Advisors & Investors

Every now & then a product comes along that revolutionises an industry. When it comes to roofing that product is Tractile.

In simple terms Tractile provides a 4-in-1 combination of Roof Tile, Insulation, Electricity and Hot Water in a very architecturally appealing package.

That is why we call it the Smarter Roof.

Tractile provides an innovative combination of interlocking systems, high performance composite materials, and solar technology.

Developed in Australia, the highly awarded Tractile Roofing system can be used on residential and commercial projects and has been designed with a focus on aesthetics, performance, ease of installation, and sustainability.

For more information about this opportunity please contact Kylie Hammond - Ref: TRAKH



Tractile has created the world's first integrated solar roof tile solution, generating both electricity and hot water from a single unit.



International
Recognition



**AUSTRALIAN
SMALL SCALE
OFFERINGS BOARD** ASSOB

- High Growth Start-up Companies
- Unique Opportunities for Investors, Advisors and Directors

What is the Australian Small Scale Offerings Board (ASSOB)

The Australian Small Scale Offerings Board (ASSOB) is Australia's largest capital raising platform for high-growth unlisted companies looking to raise between \$250,000 and \$5 million in equity capital or to facilitate a capital restructure. ASSOB provides an innovative mechanism that facilitates liquidity and capital raising for small to medium sized companies, a scenario that was previously only within reach for very large companies. ASSOB's low cost, interactive platform connects quality private, unlisted and pre-IPO companies with investors, and provides the information, tools and assistance that companies need to support their capital raising campaigns.

Through ASSOB, companies can easily showcase their business and investment opportunity to ordinary people who can then invest in their business in exchange for equity. ASSOB provides a platform for shareholders in SME's to sell their shares on a fair and equitable basis, which has the benefits of:

- Providing an exit for the owners or founders to partially or wholly cash out
- Makes for a great "succession plan" and provides an exit for investors
- Reward & retention of key staff through an Employee Share Ownership Participation plan
- Enables Company's once listed, to raise extra working capital if required.

Why Board Portfolio as your ASSOB Sponsor?

As an accredited ASSOB sponsor, Board Portfolio have introduced hundreds of high calibre, experienced directors and investors to a broad range of unique, high growth business opportunities.

"Kylie gets results and does it in a professional manner. Her extensive contacts and ability to synthesise these into matches for the Board positions we need to fill is highly valued. No hesitation in writing an unqualified recommendation." Paul Niederer, Chief Executive Officer, ASSOB



As accredited ASSOB sponsors we are fully conversant with the complexities and requirements of the ASSOB platform and can assist you with the preparation of the documentation and presentations required to showcase your product or service. We can also assist with the necessary preparation of the financial reports that prospective investors will require. Board Portfolio's unique capabilities include:

- Specialist Board Search for Start-Up Businesses
- Board Search for Private Equity Firms & Business Partners
- Specialist in Identifying Investor NED's & Advisory Boards
- Chairperson, Non-Executive & Director Appointments
- Board Renewal 'Celebrity' Boards That Attract Investment
- Accredited ASSOB Sponsor, Capital Raising Programs



AUSTRALIAN
SMALL SCALE
OFFERINGS BOARD ASSOB

Current Opportunities for Investors,
Directors & Advisors



Ocular Robotics

Ocular Robotics markets high performance sensing systems including 3d Laser Scanners, Stabilised Camera Systems and High Resolution Panorama Systems, which it develops from its patented scanning technology.

The Company's systems have been designed to provide dramatic performance improvements over alternative solutions and at the same time deliver this in a form that is ideally suited to the harsh operating environments in mining, defence and other industry sectors.



Ocular Robotics Limited holds granted patents for its unique two axis scanning system in the United States, Japan, China and Australia, with an application in progress for the European Union. These territories cover the majority of the world economy and all of the most important markets for Ocular Robotics' systems.

Ref: OCULKH



Hello Real Estate Limited

Hello Real Estate is a fixed fee real estate service seeking capital to establish a national network of licensed satellite business units, providing a scalable distribution system for the sale of residential property.

Hello Real Estate Limited has carried out proof of concept and trialed the system in Adelaide – and has now rolled out to NSW, VIC, and QLD with plans underway to launch soon in the ACT.

The Company's growth plan is to have 44 business units operating across Australia by the end of year two and 54 by the end of year three. Each will have its own license and geographic range defined by postcodes.

Ref: HELLKH



IntaCept

The Company has developed a technology that is set to revolutionise the way portable appliance testing (PAT) is carried out. The IntaCept Tag is an Australian developed digital tag device, that will supersede existing paper / plastic portable electrical appliance testing and tagging systems.

The IntaCept tag features include Radio Frequency Identification (RFID), audible and visual warnings, date and test memory, automatic shut down that will reduce the time, cost and risk associated with portable electrical equipment testing (PAT).

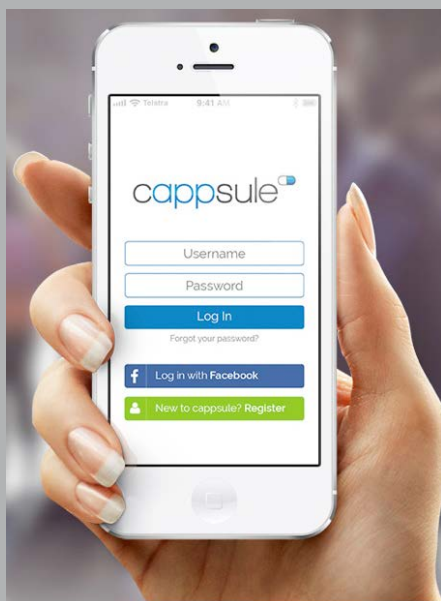
IntaCept Limited is the holder of a domestic and international patent portfolio and is offering early investors the opportunity to share in the rewards of a PAT system that is set to revolutionise the way electrical testing and tagging is performed.

Ref: INTAKH

Capsule

Capsule is developing a single portal/hub application that aggregates data from service providers to monitor all of life's deliverables (AKA "stuff") on one convenient dashboard on a user's smartphone or computer - replacing the need to open and view statuses in multiple applications/websites. Providers can also interact with users more effectively and push feature-rich updates and notifications direct to the app with messages, offers, photos, and status updates etc. Additional transactions can be processed from within the Application.

Ref: CAPPKH



Language Discovery Limited

Language Discovery Ltd has developed a revolutionary new product, 'Palaygo' that enables students to learn foreign languages in an engaging and fun manner. The Palaygo product is an interactive portal where students communicate with other overseas students in a foreign language, both in real time and through an innovative email system.

Palaygo is built upon research that shows foreign languages are easier to learn and more motivating when people are able to communicate with it. The platform was developed to revolutionise the way people learn and communicate in foreign languages and to transcend national borders in an easy, fun and safe manner.

The Company is seeking funding to implement a major marketing campaign to ensure it has sufficient working capital to help commercialise Palaygo in Australia and Japan as well as funding an expansion into the Chinese market.

Ref: LANGKH



Spanish Boutique Beverages

The Company has been established to launch a ready to drink premium sangria into the commercial market place. The product emerged out of the success of a Spanish Tapas bar/restaurant owned and operated by the Lopez family in Brisbane, where clientele ordered more sangria than food.



The Company's own 'SKA Sangria' was launched in Queensland in 2014. Spanish Boutique Beverages is looking to raise equity to fund an increase in production, further product development and to launch in the market with key personnel.

Ref: SPAKH



For more information about any of these business opportunities, or to find out about others, please contact Kylie Hammond from Board Portfolio via email: kylie@boardportfolio.com.au.

EXCLUSIVE OPPORTUNITY



bzpay®

Seeking Advisors, Directors and Investors

bzpay is the culmination of two decades work by Denis Stollery, a payment facilitation innovator.

When Denis started the long road to the development of the bzpay concept in 2004, he had an ambitious three-fold mission, which has been his inspiration and unrelenting focus for over a decade:

- To help small and medium business operators overcome the burden of cashflow problems
- To build a global payment solution that makes it easier and more customary for buyers to pay their suppliers promptly, offering the numerous benefits that improved cash flow provides
- To reduce risk associated with banks and financiers providing credit to businesses, thereby reducing imposts on SMEs and facilitating improved growth and employment opportunities for the sector.



For the last 18 months bzpay has conducted manual trials involving a number of companies in Australia and New Zealand. These trials have been very successful and resulted in glowing testimonials from participants and other prominent business people. The participants have since registered interest in participating in the bzpay solution once it has been deployed as an online Transaction Platform.

bzpay is now developing the platform to trial the solution with an Issuer and plans to launch the solution in Australia and New Zealand.

EXPANSION PATHS

The company has identified an expansion path for the product and geographic expansion of its use. A major feature of the bzpay solution is that unlike credit card or factoring transactions - or any other forms of debt - buyers are linked to suppliers on the bzpay transaction platform in a way that significantly reduces the risk position of the issuer. The solution is also less labour intensive.

PROPERTY PROTECTION

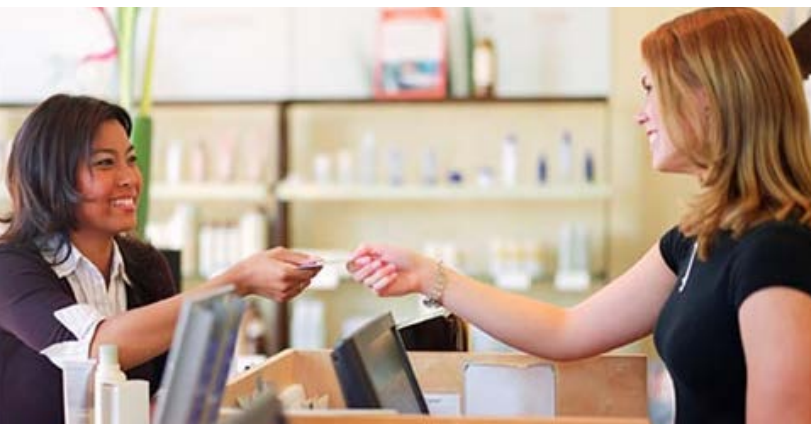
The bzpay concept is protected by a number of patents and trademarks. These include:

- Trade Marks for Australia and New Zealand.
- Domain Names.
- Business Patents in Singapore and in New Zealand have been granted and is pending in Australia.
- Patents have been filed in the U.S.A., Japan, the U.K., and all European countries that are members of the EU, along with other countries.

The patents are continually being updated to reflect ongoing changes to the solution. This further extends the patent time limits.

OPPORTUNITY

To find out more about how you can be a part of the bzpay opportunity, please contact Kylie Hammond for a confidential briefing. Ref: BZPKH



Director Institute Member Events

**START YOUR BOARD CAREER SEMINAR 10
CRITICAL THINGS YOU NEED TO KNOW**

BRISBANE 13TH MAY 2015

**BUILDING SUCCESSFUL NOT-FOR-PROFIT BOARDS
- SEMINAR AND NETWORKING EVENT**

MELBOURNE - 17TH JUNE 2015

SYDNEY - 22ND JULY 2015

PERTH - 19TH AUGUST 2015

We are pleased to be able to offer all Director Institute members a complimentary ticket to these events. Non-Members are also welcome to attend - \$65 plus GST.

Tickets are limited so please book your seat early to avoid disappointment.

Videos of some of our previous event presentations are now available to view via the Director Institute Resource Centre.

Director
INSTITUTE



"Thank you for the invitation and hosting the event last night. I really enjoyed the presentation and feel I got a lot from it. It was also great to meet some of the other attendees at the event. I built some good business contacts and realise that I need to make these types of events a higher priority."

Brendan



For more information about upcoming Director Institute events please check the events tab at www.directorinstitute.com.au

TechBeach Start Up Profiles

All of these organisations are now looking for top quality Advisors, Non-Executive Directors and Investors to help bring to life their growth plans. If you have interest in finding out more about any of these opportunities contact Kylie Hammond for a confidential briefing.



Plus Connect

Plus Connect's objective is to re-shape the lottery, gaming and betting industry by offering a series of socially positive products aligned to the entertainment needs of the majority of the population. Its support for charities and the community reflects the values of the Company.

Ref: PLUSKH



Smart Detail

Delivering waterless car washing into the Digital World through a simple app to allow consumers to display a map of all available SmartDetailers in the area and select their level of service

Ref: SMARKH



SportsCard

SportsCard provides an online platform for athletes, sports professionals and industry management to meet and connect. Individuals are able to manage their personal sports profile and brand with the platform enabling the sharing of video, sports related information and achievements. SportsCard helps athletes to connect and stay connected with industry and sports recruitment agencies.

www.sportscard.co

Ref: SPORKH



Imagecloud

iIMAGECLOUD offers property photographers a powerful, personalised online platform that empowers you to take your business to the next level.

Connect with our community of certified industry suppliers to offer your agents a range of property marketing products from cinematic real estate videos and virtual property staging to interactive floor plans, print solutions and targeted copywriting. Manage all your digital assets from your personalised portal with automated workflow management that seamlessly links with cost effective media storage to deliver better solutions to your agents, faster. And we'll help you build new autonomous revenue streams into your business as you operate at the forefront of industry innovation.

Ref: IMAGKH



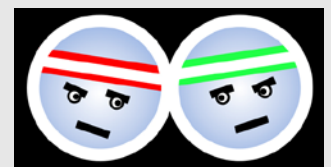
Crowded Mirror

Crowded Mirror is a social network that connects people with friends and fashion experts for instant style advice. The platform helps to eliminate self-doubt, by delivering feedback from a trusted circle, and empowering users to look good and feel confident for any occasion. Users can share their digital wardrobe with other fashion experts and get tailored advice on outfits, or an opinion on potential wardrobe purchases.

Ref: CROWKH

Beat Your Rival

Allows people to create rivalries – either with a friend or with another user who has a similar goal they want to achieve. the current



weight-loss edition allows users to keep both parties engaged, focused and motivated. Their challenge is visually presented through various dashboards in the form of head-to-head charts, statistics and an interactive chat system.

Ref: BEATKH



In Ten Min

In Ten Min have developed a unique insights platform that provides financial institutions with the ability to run high speed analytics on billions of historical data and real-time stock ticker and social media data to provide a 360 degree view of the stock price, 10 min into the future. www.intenmin.com

Ref: INTENKH



Lakeba Frameworks

Any app in the world can be cracked believe it or not. Lakeba Frameworks is the only platform in the world that prevents security breaches by providing multi-level security and encryption for developers to secure their App from cracking and decompiling. www.lakeba.com

Ref: LAKEKH



Class Cover

Designed by a team that includes long-time casual teachers, and in consultation with teachers, admin staff, senior management and other casual teachers, Class Cover is set to change the way education providers are able to find and recruit cover teachers.

With over 9000 schools in Australia, Class Cover offers a simple online solution that enables schools to quickly and easily locate cover teaching staff, potentially replacing the need for recruitment departments of many large education groups. With the ability to view teachers available online and in real time and with a streamlined booking system, Class Cover is going to transform the way casual teachers are currently sourced and booked. Contact us today for access to the Information Memorandum.

www.classcover.com.au

Ref: CLASS



Manly Emporium & Tech Beach

**Tech Beach | Multiple Roles & Opportunities |
Exclusive Partnership**

Board Portfolio is delighted to be supporting this exciting business which is Manly's equivalent of Silicon Valley – offering fast-growing technology and web companies an environment where they can work side-by-side, sharing ideas, and pushing creative boundaries. The co-working space offers desks, meeting rooms, boardrooms, high-speed internet which can be hired under a casual or month to month contract, allowing entrepreneurs to choose from a number of flexible plans and the option to scale their business as fast as they need to. TechBeach is a community of people that collaborate to drive success for the entire community. The passion and drive of the people, coupled with the expertise, knowledge and experience is the essence of TechBeach. The TechBeach difference is the tightknit community that thrives in the Northern Beaches and the belief that it is a very special place. TechBeach is a place where dreams are converted into reality through the sweat equity of the very early stage to the VC backed superstars that still call Manly home. As we look into the crystal ball, TechBeach will create \$1.7b of companies in the next five years using a secret sauce that is unique to the beach lifestyle, location and community that Manly provides.

The TechBeach Incubator is made up of the following components:

■ **TechBeach Digital**

All the tech resources to build your app/web site from MVP stage to global scale production.

■ **TechBeach Accelerate**

A focussed program for acceleration leveraging the entire TechBeach Networks across all aspects of business.

■ **TechBeach Educate**

Education platform for delivering the learning required for entrepreneurs to be as successful as possible in their journey.

There are multiple opportunities available to join this early stage tech business in roles that include Board Director, Investor, Advisor and Mentor. Contact Kylie Hammond for a confidential briefing.

Ref: MEKH

paloma

Paloma

This year, consumers in emerging markets will buy more than 900 million smartphones. Most of these mobile phones are used primarily on wifi – NOT on mobile networks.

This user behavior is not a paradox: consumers have figured out that Facebook and other popular apps are too data-hungry to run well on low-bandwidth networks, and they use too much network data to be affordable – except on wifi.

Paloma anticipated this issue in 2011. After three years of development and market trials, our cloud-based platform is now the first in the world to deliver extremely data-efficient smartphone services, with carrier-grade service quality.

Ref: PALKH

MicroApps

Micro-Apps

Micro-Apps are simple applications that use SMS, voice calls and email to fully automate each micro-process. They are fully customisable to your requirements and are self-service providing full control over the content of all the messages

Ref: MICRKH



StudyLane

StudyLane is linking international students with Australian education providers with a comprehensive portal of knowledge, information and services relating to Australian educational institutions.

Ref: STUKH



MyWitness

MyWitness turns your smart phone into a digital witness that records your immediate surroundings and notifies loved ones when you need help.

Ref: MYWKH

CrewWithMe

CrewWithMe is a rideshare web application helping recreational boaters make greater use of their boats by matching them to keen crew. Owners get to use their vessels more often, while crew get onto the water without ownership, and they share the costs.

Ref: CREWKH



VisionVault

VisionVault securely and independently stores every production, audio and visual asset – from raw footage and video masters to layered art, images, documents and sound files.

The VisionVault ecosystem of software, hardware, archive and connectivity was envisioned by producers, not software entrepreneurs and IT boffins. So we understand the media implications, the use cases, and the implicit marketing needs that a next generation Digital Asset Management (DAM) solution has to encompass – and the complex multi platform marketing environment that it has to slot into.

The two directors, Warwick Boulter and John Lamble, have over 45 years of commercial, content, agency and post production experience between them. VisionVault reflects this experience in the approach to industry and deep understanding of marketplace intricacies.

Ref: VISIKH



Cant2Can

Cant2Can is an effective, positive and motivating site that provides a platform for people to help people. It is very satisfying to hear the positive reactions as people discover this project's intention and potential.

The strength of Cant2Can is its diversity, as it's based on stories of how ordinary people have overcome all types of obstacles to live better quality lives or achieve their dreams. And they've contributed their stories in Cant2Can to help you achieve that too.

Ref: CANKH



Welcome to the Boardroom Mentoring Program

This mentoring program is for mid-senior level executives who are interested in starting a board career.

If you have recently decided that seeking a board position is essential to your career path, partnering with Board Portfolio can help you to open the door to the Boardroom. When you join, you will gain access to our experienced Board Search Consultants who will equip you with the right tools, training and network connections to ensure that you are ready for either executive or non-executive Board roles.

“Board Portfolio will equip you with the right tools, training and network connections to ensure that you are Board ready”

To discuss how BOARD PORTFOLIO can assist you to achieve your goals please contact Kylie Hammond on (02) 9967 2121 or via email at info@boardportfolio.com.au

WHAT YOU CAN EXPECT:

Up to 5 in-depth consultations with our Board Portfolio Mentor and Director of Search to:

- Develop your individual value proposition
- Determine your board opportunity focus (i.e. NFP, Private, Early Stage Technology Companies, ASX-listed)
- Review of opportunities in the market and review of current Board Portfolio mandates
- Assist you with due diligence on each board opportunity, contract negotiations and work with you to achieve appropriate board remuneration
- Interview preparation for hiring interviews
- Work with our professional resume writer to develop a comprehensive Board Resume, Corporate Biography & LinkedIn profile
- Proactive marketing and representation aimed at securing at least 1 x quality board appointment

EXCLUSIVE OPPORTUNITY



WORK CLUB

A complete rethinking of the ideal working environment. This is the new corner office of the future.

Work Club is a global business that provides serviced offices with club style facilities, enabling members to transform how and where they do business. With plans to expand into the Melbourne CBD, this organisation is now seeking expressions of interest from individuals interested in providing board advisory services.

A BETTER WAY OF WORKING

By working collaboratively with international designers, craftsmen and furniture suppliers, each working environment sees the convergence of the office, home, hospitality and retail space into one symbiotic environment while still offering various distinct settings for members to work their way.

QUALITY OF MEMBERS

Work Club is a business membership intended for both solopreneurs and those leading smaller teams. Work Club is a complete rethinking of the ideal working environment for today's business leaders, entrepreneurs and creators from all fields of business.

NEXT STEPS FOR WORK CLUB

We seek advisors and investors with skills and experience related to

- Early Stage Businesses
- Serviced Offices
- Commercial Property
- Capital Raising
- Finance & Legal
- Marketing, Membership Driven Environments

Ref: WORKKH



“Offices are no longer just desks and chairs. Technology is now enabling us to work from anywhere at anytime. The line between office, home, retail and hospitality is becoming increasingly blurred.”

Soren Trampedach



EXCLUSIVE OPPORTUNITIES

Multiple Directorship Opportunities

Sophisticated Investor Opportunities | FMCG | Paid

Our client is an organisation that provides a highly innovative solution to the current poorly served online grocery market. Their impressive model provides Paddock to Plate supply within time-frames currently not available in the Australian and New Zealand markets. Importantly, they have the ability to deliver FMCG groceries to a customer within 90 minutes of an order being placed.

This supply chain solution utilises technology to drive efficiency with effect of reduced cost, improved quality and premium pricing.

Building on strong attention to quality and customer service and social/environmental credentials, the organisation is focused on achieving 25% market share over the next 7 to 10 years, across Australia and New Zealand.

Our client currently seeks to appoint high-calibre individuals to their advisory board. Roles include:

- Group Chairperson
- 3 x FMCG Non-Executive Directors
- 3 x ICT Non-Executive Directors
- 3 x Energy Non-Executive Directors.

We will be finalising a short-list of candidates by 30th November 2014, with appointments to commence in June 2015.

Ref: SUSTKH

OHS Software platform for Industrial Companies

Investors | Directors & Advisors

Our client has developed software that automates the risk management and compliance specifically related to the OHS regulatory obligation of Industrial companies.

The company is less than a year old, the technology platform is fully developed and monthly revenues are already hitting \$50k to \$100k.

The organisation has a strong pipeline of bluechip industrial company clients, key people on board and identified, and the key shareholder has developed a multi-million dollar business. Exit is planned within 3 years.

The company is seeking capital of \$500k to accelerate the commercialisation of the technology and business.

Ref: TAUPE1

Medical Records Imaging

Investors | Directors & Advisors

Our client is a successful business with revenues of around \$3m per annum, a solid track record and high quality clients in the public and private hospital domain.

The company is seeking \$1.5m of capital to accelerate growth within the niche market identified by the Executive Management Team. The organization has offshore and domestic bluechip operators in the pipeline with sales pitches at various stages.

Ref: TAUPE2

Free Range Egg Production

Investors | Directors & Advisors

Our client operates a highly profitable free range egg farm, packaging and distribution business. With revenues of over \$20m per annum currently, the organization has plans to increase the revenues to around \$35m per annum. Recent upgrades of plant and equipment, new farm development and additional property acquisitions has positioned the Company to capitalise on the increasing market demand.

The company is seeking growth capital of \$5m with potential to accept a higher level of capital.

Ref: TAUPE3

Medical Devices and Diagnostic Fund

Investors | Directors & Advisors

A portfolio of medical devices and diagnostics opportunities have been assembled by this highly accomplished team with demonstrable transaction experiences from venture stage to executing exits at international level.

The team is committing its own capital and seeks to raise \$5m to co invest in the opportunities with a view to executing exits for each of the opportunities.

Ref: TAUPE4

Profitable Importer and Distributor

Investors | Directors & Advisors

A highly profitable importer and distributor is seeking a business partner to take the business to next level of growth. Current revenues sit at approx. \$10m and EBIT of \$3m with no debt on the balance sheet. Detailed information available to interested parties on execution of NDA.

Ref: TAUPE5



Slasher Teck

Non-Executive Directors, Advisors and Investors | Paid

Slasher Teck has developed technology that improves the slashing process of grass and other vegetation on roadside verges, and reduces the cost of maintaining roadside reflector and roadside management posts. Maintenance costs related to maintaining this infrastructure costs councils and governments millions of dollars every year. Slasher Teck's technology increases the efficiency of the slashing process by reducing the labour costs associated with slashing, by dramatically reducing the infrastructure replacement and maintenance costs and by improving WHS outcomes and the improvement of the authorities environmental outcomes. The company's intellectual property comprises a provisional patent application and relevant trademarks.

Ref: SLASHKH

GEOROC International

Value-Add Director Opportunities

The safe treatment and storage of nuclear waste represents the largest environmental and political issue in our world today. The company has developed a synthetic rock ('synroc') which is a revolutionary and superior means of immobilising and safely storing radioactive waste. Since its inception Synroc technology has evolved and matured and a wide range of Synroc formulations have been developed to cope with a diverse range of radioactive waste streams. The organisation now seeks to commercialise and maximise the significant potential of this technology on a global scale. Interested parties should contact Kylie Hammond for a confidential briefing. Ref: GEOKH



MyUltimate 4WD

Directors | Advisors | Private Equity

My Ultimate 4WD is a new interactive app for 4WD enthusiasts. Unlike any other product on the market, this app enables users in real time to customise and create their own Ultimate 4WD in a fun and interactive way. A comprehensive range of compatible quality parts and accessories is held within the App library.

For more information please contact Kylie Hammond Ref: MY4WD

nicoBLOC®

NicoBLOC Manufacturing

Value Add Director Opportunities

NicoBloc Fluid is a unique, innovative and patented smoking cessation product which is focused on delivering nicotine and tar reduction to smokers. It addresses all smoker motivations whether the aim may be to quit, reduce frequency and duration or to continue smoking at less risk. Derived from 100% natural ingredients consisting of water, a complex carbohydrate and citric acid, the secret of NicoBloc Fluid is in the blending and processing of these ingredients which is covered under patent protection until 2035. All the ingredients within NicoBloc Fluid are FDA approved as food additives noting that NicoBloc Fluid is not a drug nor a medical device. Additionally, in the UK market, NicoBloc Fluid is listed with the Prescription Pricing Authority enabling pharmacy reimbursement under the NHS. Management envisage seeking similar approvals in other markets.



Ref: NICOKH



Solid Gold Executive Mentoring Program

This year-long program is suited to talented mid to senior level executives who want access to unbiased guidance and advice to help manage and work through career obstacles, evaluate career options and plan for a broader career portfolio that may include board directorships in the future.

Through-out the mentoring engagement we partner closely with you to develop your career plan, identify target organisations in your chosen field, and highlight specific career and business opportunities. We assist you with useful market intelligence and work closely with you to negotiate the best possible outcome.

To discuss how BOARD PORTFOLIO can assist you to achieve your goals please contact Kylie Hammond on (02) 9967 2121 or via email at info@boardportfolio.com.au

WHAT YOU CAN EXPECT:

- Regular mentoring sessions - either in person or via Skype - with full access as required between sessions to:
 - Develop your individual value proposition
 - Develop your personal strategic career plan
 - Review opportunities in the market
 - Job interview preparation and contract negotiations
 - Review of cover letter and personal marketing materials where required
 - Discuss personal and performance issues
- Detailed Executive CV make-over by our professional Resume Writer, and advice on lodgement with key executive recruiters.
- Full LinkedIn profile make-over and training on how to maximise LinkedIn as a networking tool for employment opportunities.
- Access to confidential market intelligence reports and information which may include salary and remuneration package benchmarking information as well as senior executive movements taking place in relevant industries and markets.



Ayurda - Beauty & Wellness

Non-Executive Directors | Advisors | eCommerce Cosmetics

Ayurda Australia is the Australian distributor of Ayurda skin and hair care products. Ayurda products are manufactured in India and are based on the authentic principles of traditional Indian medicine, known as Ayurveda. Ayurda has used the principles of Ayurveda to create effective natural personal care products that take a holistic and customised approach to health, beauty and wellbeing. Ayurda products are effective whilst being socially and environmentally responsible.

Demand for Natural and Holistic Skincare is Growing

In recent years, the global skincare market has seen a shift from aesthetic beauty to natural and holistic wellness. Consumers are becoming increasingly environmentally conscious and their attitude to skin care is no exception. The Australian Cosmetic and Toiletry retailing industry is expected to generate \$3.6 billion in 2013-2014 and increasing demand for natural product is predicted to spur 3% annualised growth over the next five years.

Time-tested Ayurvedic Beauty Formulations

Ayurda was developed by Dr Ajit, who is the most experienced Ayurvedic Doctor in Australasia. He is also the only Doctor outside India who has worked for the Government of India for over 18 years, holding positions in both Ayurvedic hospitals and pharmacies. Dr Ajit has developed time tested Ayurvedic beauty formulations to create simple, fuss-free skin care products already popular in New Zealand.

Ayurda Australia has worked with the brand for over six years, establishing au.Ayurda.com portal and a small but growing presence in beauty salons and health spas across Australia. The unique offering of the brand is its Ayurvedic heritage offering a well-founded, natural, holistic and sustainable approach to beauty. The Directors believe they are the first to market with a truly Ayurvedic skin care system that adheres to consumer demand for natural, organic, ethical ingredients and production methods. Having worked closely with the brand, Ayurda Australia is poised to become a leader within the Australian Natural personal care retail market.

Ayurda Australia is raising \$1.1million to fund the launch of three retail stores across Australia, a Spa Ayurda and to further develop the online platform. They seek investors, directors and advisors with a background in cosmetics, beauty, finance, eCommerce, supply chain management and retail. Early expressions of interest are now open. Please contact Kylie Hammond for further details. Ref:AYUKH



EXCLUSIVE OPPORTUNITIES

Global Payments Technology | Private Equity & Family Office Backed

Sophisticated & Wholesale Investors

This sophisticated global payments company is strategically positioned to be the leading enabler of encrypted mobile payments worldwide. Our patented platform provides banks with the only mobile payments solution that will increase their revenue opportunities while reducing fraud rates through the creation of a 'virtual wallet' which does not expose critical data. The technology solution is frictionless for consumers to adopt and for banks and merchants to implement.

Contact Kylie Hammond for further details about this exciting opportunity.

Ref: DRIFTKH

Private Equity | Multiple Industries |

Private & ASX Listed Opportunities

Our client is a substantial private equity firm and we have been exclusively mandated across multiple Chair, Director and Advisory roles for investee companies in the ICT, Clean Technology and BioScience sectors. Early expressions of interest are now open. Please contact Kylie Hammond for further details. Ref: KAZKH

NetBlockR

Under Incubation | Mobile Application | Directors & Advisors | Mentors

This start-up operation has developed a ground breaking mobile application that enables users to protect entire wifi networks and all the devices connected to it - blocking adult content with a simple on and off switch. The app also filters social sites such as facebook, youtube, twitter, web proxies and file share sites to give parents and business owners full censoring control.

Ref: NETBKH

dotCEO

The new Internet for Leaders

Be the proud owner of a powerful new Domain Identity on dotCEO – The Top Level Domain for Leaders.



Claim your dotCEO domain name

Activate your domain page

Join dotCEO communities

<http://mbsy.co/dotCEO/8827015>



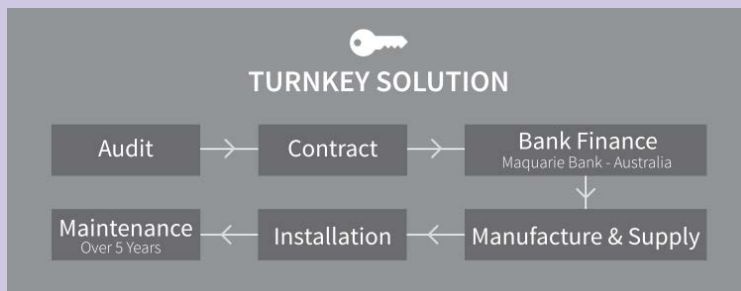
EXCLUSIVE OPPORTUNITY



Eco Energy Group
Seeking Investors & Directors

This new and unique public company have developed turnkey retrofit energy saving solutions for corporate and Government clients, anchored by Light Emitting Diode (LED) lighting and smart switching with no upfront fees with:

- Patented Eco E proprietary equipment
- World recognised high quality brands
- Installation by fully trained licensees under the Eco E banner
- Fully financed and maintained over 5 years
- With no capital outlay, the new monthly lease cost plus the new electricity cost is guaranteed to deliver a 20% reduction on the current electricity cost.



The Opportunity:

Between 2005 - 2010, Australian Electricity prices have increased by an average of 45%, and an average of 35% in the past 3 years alone. Furthermore, the Australian Electricity Commission estimates that prices will jump a further 37% by the end of 2014. The market size for this technology energy saving solution is enormous with initial focus being given to large energy consumers such as Hospitals, Shopping Centres, Multi Story Buildings, Factories and Storage providers, Jewellery Chains, Car Dealerships, Street Lights and Supermarkets.

The Team and their Partners

Eco E has an impressive management team in place, an independent in-house research and development team and an ongoing working relationship with Griffith University who provide access to the latest production methods, work study students and Eco E and GU joint venture projects. Eco E also has a relationship with the Semiconductor Engineering Centre at the Kitakyushu Foundation for the Advancement of Industry Science and Technology in Japan. The business also has a number of proprietary partnerships in place with key equipment supply manufacturers.

To find out more about this fast growing technology business, please contact Kylie Hammond. Ref: ECOEKH

Platinum Executive Portfolio Membership Program

This year-long membership program is designed for CEOs and Senior Executives who want to either begin their board career, expand their board portfolio, or execute a senior level career change strategy.

Each program is tailored to suit your individual needs and offers unlimited support, guidance and advice from our team to help you plan and build your ideal career portfolio. We will assist you to define your board objectives – whether that includes a particular composition of board directorships - or a single focus; and we will work with you to develop a personal strategic plan to ensure you successfully achieve your goals.



WHAT YOU CAN EXPECT:

- Regular one-on-one mentoring sessions, either in person or via Skype to:
 - Develop your individual value proposition
 - Develop your personal strategic plan and board opportunity focus (i.e. NFP, Private, Early Stage Technology Companies, ASX-listed)
 - Review opportunities in the market and review current Board Portfolio mandates with our Director of Search
 - Assist you with due diligence on each board opportunity, help manage contract negotiations and work with you to achieve appropriate board remuneration
 - Interview preparation for board director meetings and board panel interviews
 - Review of cover letter and personal marketing materials where required
- Full Board & Executive CV make-over by our professional Resume Writer, and advice on lodgement with key executive recruiters.
- Full LinkedIn profile make-over and training on how to maximise LinkedIn as a networking tool for employment opportunities.
- Development of a corporate biography as required
- Extended DISC Personality Assessment - a useful coaching tool to assess strengths, weaknesses and behavioural insights.
- Access to confidential market intelligence reports and information which may include remuneration data and salary benchmarking information as well as senior executive movements taking place in relevant industries.
- Exclusive members only monthly Newsletter 'Board Alert' – featuring world-class insight, thought leadership, and the most comprehensive overview of available board opportunities available in the market.
- Access to exclusive board opportunities available only to Platinum Executive Portfolio Members.
- Exclusive introduction to extensive business networks and access to networking and training events.
- Access to the broader Board Portfolio team who will support you through-out the your membership period.

To discuss how BOARD PORTFOLIO can assist you to achieve your goals please contact Kylie Hammond on (02) 9967 2121 or via email at info@boardportfolio.com.au

EXCLUSIVE OPPORTUNITY



MoxieGo

Investors & Directors

MoxieGo is unlike any other social media product. It enables real life connections and builds communities through Social Discovery, Uniting like-minded people in Activities, Events, Causes and Wellness.

MoxieGo are the first to offer a community based social discovery site that is highly differentiated from any other networking environment in that it provides community connections for macro niche groups. The platform itself facilitates the online development of offline activity based community groups and teams via geo-localised software. Individuals are matched and introduced to others via commonality of interests and content is fed to members based on those interests.

This is a consumer member base that is inclusive of all community members – individuals, parents, children, guardians, caretakers, aged, disabled and the handicapped – providing an enormous customer base.

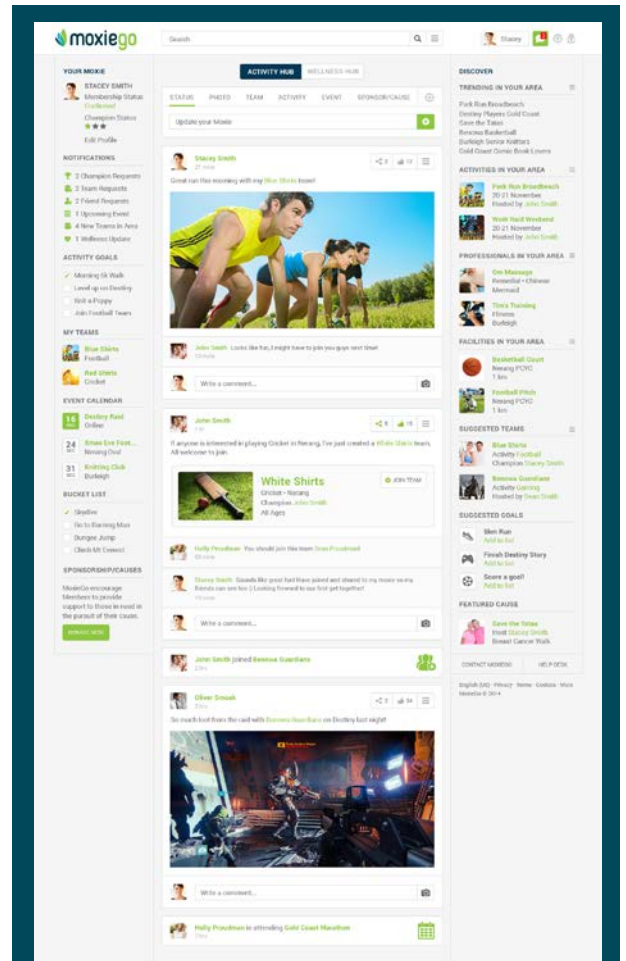
The platform also enables organisations, governments and state and local councils to connect with these groups (based on geo targeting) to provide related services and products and attract patronage for activities, events, sponsorship and cause related initiatives and wellness programs.

How is the platform monetised?

The MoxieGo platform provides a valuable targeted sales channel for organisations – whether that is to connect directly with individual consumer groups, or with other businesses that share specific interests.

Work to date

MoxieGo have invested over two years of intensive market research and product scoping and now have key strategy and technology partnerships in place and are ready to launch the platform in Australia and New Zealand first, followed by the US and Canada.



For more information about Investment and Director opportunities with Moxie Go please contact Kylie Hammond for confidential briefing. Ref: MOXIKH

PSNEWS ONLINE

Exclusive Opportunity | Directors

PS News provides the only online news and information service for Australian public sector employees and is the only website of its kind anywhere in the world.

The news and information content, which is provided free to subscribers is funded by advertising revenue. The content is delivered via email with links to a website with federal and state news editions. There are approximately 110,000 current subscribers - out of a potential 1.2 million Australian public sector employees - with at least 500 new subscribers being added each week.

The business is experiencing long-term rapid growth in online traffic and is seeking funding to support its highly profitable expansion plans which include the development of careers, conference and PS Shop services.

For more information about this exclusive opportunity please contact Kylie Hammond Ref: PSNKH



PregTech Pty Ltd

Advisors | Directors | Investors

Preg Tech owns the I.P. and rights to commercialise a disruptive implantable biosensor technology developed jointly with Uni S.A. This technology will drive efficiencies in the dairy industry by significantly increasing conception rates for farmer using Artificial Insemination. Such efficiencies are estimated to deliver economic benefits from \$60 to as much as \$200 per cow per year. With over 150 million dairy cows worldwide, including around 6 million dairy cows in ANZ alone there is a strong market pull for the product, with key stakeholders expressing interest. Preg Tech has the team to commercialise this technology and is now seeking investors, advisors and Non-Executive Director talent to assist with the next stage of growth.

Ref: PREGKH



Great roles to consider for first time board directors



Starting a board career can be a daunting prospect, and finding the right role to cut your teeth on can be a challenge. While most board directors would like to be remunerated for their time and services, there are some great (often unpaid) opportunities available within government that provide first time board directors with essential governance experience.

Recently we received information from the Victorian Government about roles existing on the Victorian Cemetery Trust – particularly in relation to Class B opportunities.

What are Cemetery Trusts?

Cemetery trusts are responsible for the provision of cemetery services, the administration of the cemeteries under their control, and are accountable to the Minister for Health for the governance of the cemetery and the cemetery trust, for setting the strategic directions of the trust, as well as general oversight operations and financial control.

These opportunities provide first time board directors with governance experience that includes:

- Setting the strategic direction for the organisation
- Approving annual budgets
- Monitoring organisational performance
- Compliance and controls
- Policy development
- High level stake-holder management
- Development of risk management frameworks

In addition to this, directors who serve on cemetery trusts will deal with issues that include workplace health and safety, environment, industrial relations, privacy, social media and diversity.

There are currently several roles being advertised via the Department of Health, Victoria, however after speaking with Louise Hallahan – Senior Project Officer responsible for promoting the roles, they accept applications from interested parties all year round, as roles regularly become available. Application forms can be accessed via the department of health website – www.health.vic.gov.au/cemeteries/

Please find below a list of 18 Class B cemetery trusts currently seeking members.

Trust Name	Contact Details
Ararat Cemetery Trust	William Jones (03) 5352 2663
Castlemaine Cemetery Trust	Ian Hockley (03) 5472 1425
Charlton Cemetery Trust	Glenda Litton glendaalitto@bigpond.com
Cobden Cemetery Trust	Joanne Beard jobeard78@yahoo.com.au
Cohuna Cemetery Trust	Joy Cassidy cohunacemetery@gmail.com
Corop Cemetery Trust	Denise Acocks forres1@bigpond.com
Elmore Cemetery Trust	Ken Wills 0418 326 867
Glengower Cemetery Trust	Albert Culvenor (03) 5476 6215
Harrow Cemetery Trust	Robert Heaney bear276@hotmail.com
Inverloch Cemetery Trust	Joan Ginn joanginn@tpg.com.au
Kingower Cemetery	Arleen Reimers (03) 5438 8223
Lakes Entrance Cemetery Trust	Rhonda Bassett (03) 5155 1100
Moe Memorial Cemetery Trust	Tanya Mussared-Horne moememorialpark@bigpond.com
Nhill Cemetery Trust	Alexander Graham alex@mulhallens.com.au
Tyaak Cemetery Trust	Beverley Bullen beverleybullen@activ8.net.au
Warragul Cemetery Trust	Hedley Mann warragulcemeteries@dcsi.net.au
Wodonga	Lia Carle cemtrust@bigpond.net.au
Woorndoo Cemetery Trust	Jodie Leske (03) 5599 5364

In NSW, the government is currently advertising opportunities to join a Crown Land Reserve Trust Board which provide similar opportunities for first time board directors.

What are Crown land reserve trusts?

Crown land reserve trusts care for important land and public assets on behalf of, and with the involvement of, the New South Wales community, government and local councils.

Crown land reserve trusts are given corporate names and are legal entities, just like businesses. They have someone who manages their affairs, such as a board, the Minister administering the Crown Lands Act 1989 (generally delegated to Crown Lands staff), an incorporated body such as a council, or an administrator.

If a board is appointed, a chairperson, secretary and treasurer of the board are elected. The board can then appoint a management committee, volunteers or employ others to assist it in managing its reserve if funds are available.

A Crown land reserve trust board acts like a company board of directors. It can be made up of community volunteers, local government councillors or other people appointed by the Minister. Board members are empowered to make decisions regarding the use and management of the reserve land and are responsible for the implementation of those decisions. Most tasks boards carry out can be completed in a few hours a week.

Crown land reserve trust boards make decisions about things like:

- How a reserve is used
- Hours of entry
- Driving and parking or mooring of vessels on the reserve
- Fees charged for entry
- Permitted or prohibited activities within the reserve
- How reserve trust funds are spent
- Environmental management within the reserve.
- Crown land reserve trust boards also produce and review a code of conduct

Current Vacancies and Closing Dates for Applications

- | | |
|---|------------|
| • Tyndale Flood Refuge Reserve Trust | 29th April |
| • Mungery Recreation Reserve Trust | 29th April |
| • Godfreys Creek Recreation Reserve Trust | 7th May |
| • Trundle Racecourse Trust | 8th May |
| • Byrock Rock Holes Reserve Trust | 7th May |
| • Mandagery Public Hall Trust | 8th May |
| • Merriwagga Racecourse and Recreation Reserve Trust | 22nd May |
| • Tocumwal Blowhole Trust and Berrigan Racecourse Trust | 22nd May |
| • Joy Cummings Centre Reserve Trust (Newcastle) | 17th May |
| • Lalaity Hall Trust | 29th May |

For further information about these opportunities in NSW please contact the Crown Lands Reserves Team P: 1300 886 235, press option 4, then press option 1, or email: reserves@crowmland.nsw.gov.au. For more information you can also visit the website http://www.lpma.nsw.gov.au/trusts/join_a_trust



For most people, the GFC of 2008 will be remembered as a time of financial chaos, economic volatility and ultimately global recession, however for two entrepreneurs it provided fertile ground to build a new organisation aimed at providing a world first, ethical recruitment solution to global resourcing needs.

This month we spoke with Declan Clancy, co-founder and CEO of the fast-growing international human resource services group, One World Resourcing (OWR).



One World Resourcing

Declan, OWR has grown rapidly over the last few years and is now a truly international organisation with operations in Australia, New Zealand, The Philippines, Ireland and the UK. Can you tell us about your beginnings?

I started my career in Ireland as an Accountant some twenty years ago, and proceeded to set up my own successful property investment and development business that grew to have a value in excess of AUD \$50million. During the global financial crisis, the property and construction markets in Europe imploded and my attitude at that time was not to waste a crisis.

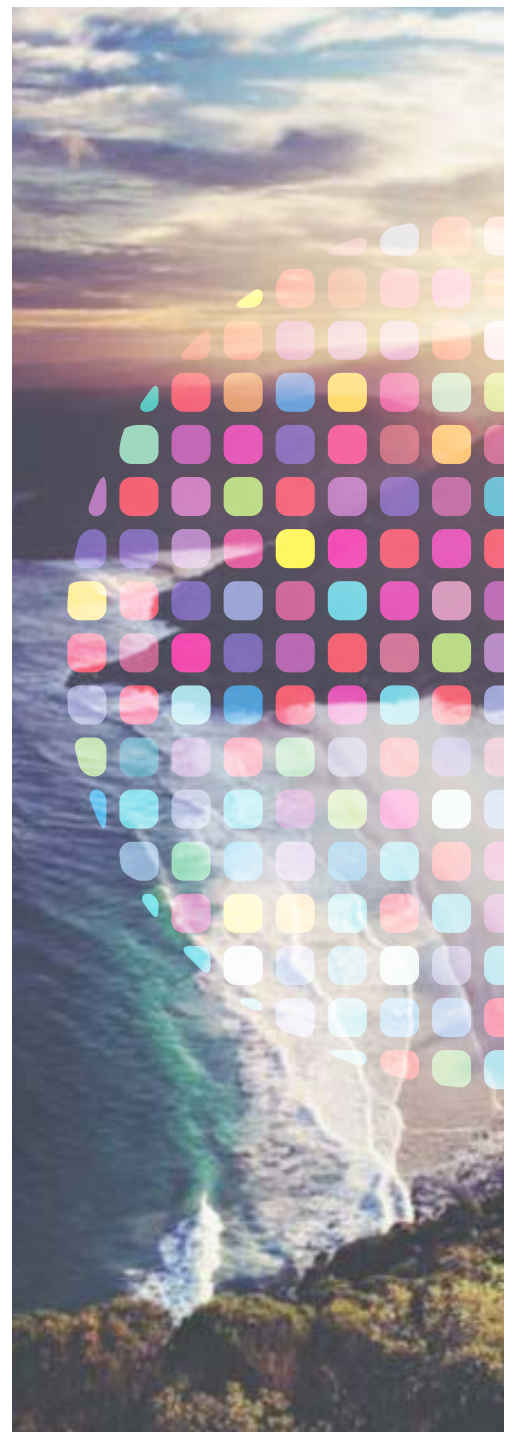
The recession that followed caused mass unemployment in Ireland and the UK, especially in the construction sectors. At the same time, there was a shortage of the same skills in the southern hemisphere, in particular, Australia. Liam McFadden, co-founder and I saw the obvious gap in the market and set up One World Resourcing in 2012 to harness this opportunity and help get people back to work.

Initially we opened an office in Ireland, then Australia and progressed to New Zealand where I moved with my wife and 2 young boys.

Since then, we've grown the business to have operations in Ireland, the UK, Australia, New Zealand and the Philippines. We've set up immigration and consulting divisions, developed assessment and training capabilities and have pioneered ethical resourcing from the Philippines into New Zealand and Australia.

While you began your business by re-locating Irish and UK workers to southern hemisphere locations, a lot of your workers now come from the Philippines. How did that come about?

When the devastating earthquakes took place in Christchurch there was an immediate need for significant numbers of people to come in to help clear and re-build the city. At that time we couldn't get the numbers of workers we needed from Ireland and the UK, so we looked at other countries where we could get the type of skilled labour we required. The Philippines was a





natural fit, they are a country of 100 million people, with over 10 million of their citizens leaving the country every year for work.

What makes OWR different from other recruitment companies?

OWR is the only company providing an Ethical Resourcing Model in New Zealand and Australia. We have developed this model as an alternative to existing hiring practices to give our clients a more transparent service and more stable workforce and protect our workers from maltreatment and extortion.

OWR has an exclusive agreement with Site Safe New Zealand and Site Group international to provide skills assessment and health and safety certification for Filipino workers prior to entering New Zealand. OWR is the only company in New Zealand that can do this.



One of the biggest issues in recruiting Filipino workers is the lack of accredited assessment services available in the Philippines. Documentation supplied is often questionable and requires independent confirmation. As a result, most building and civil construction sites in New Zealand will not allow any workers entry until they've completed their mandatory health and safety training. While this process normally takes 4 weeks to book, the employer still has to pay the wages of the idle international worker.

To reduce the pain of this process we have set up mandatory Health and Safety training for Filipinos in the Philippines with an internationally accredited training organisation BEFORE they arrive in New Zealand. No-one else offers this.

OWR has a ground breaking relationship with ANZ Bank focused on reducing pain points for both employers and employees in the recruitment and immigration process. One such limitation for foreign workers is that they need finance to get from one country to another. Previously loan sharks, and dubious lenders were the only option for workers. In response to this roadblock we have established fair banking solutions for our foreign employees by working with the ANZ Bank. This is the first time this has ever been done - anywhere in the world.

Finally, the glue that holds everything together is our new country support services. Basically we take care of the hearts and minds of our re-settled workers to ensure they understand, respect and embrace their new environment. This service ensures that we're able to offer clients a better quality employee who is likely to stay in the long term.

What success have you had to date?

In just under 3 years we have managed to set-up operations in 5 countries and have developed a global brand with highly innovative ideas that are changing the way that business is done in this industry. We know that some of the top players in the market are monitoring our company and vision and we take great pleasure from the impact that we have made to date.

We have been very well received by senior government and immigration officials in both New Zealand and the Philippines, and have worked to establish a direct relationship with both the Minister for Employment in the Philippines and head of the POEA (Philippine Overseas Employment Administration) – a powerful agency that controls the flow of workers - who see enormous benefit from our approach.

We have already started recruiting workers using our innovative Ethical Resourcing Model and are paving the way for change in an industry that has previously been very restrictive in enabling people to access global jobs.

What is next for OWR?

There is opportunity everywhere. Moving forward we see enormous scope to replicate our ERM strategy in new global markets where access to foreign human resources are currently restrictive.

For the time being we are focused on consolidating, perfecting and expanding our operation in Australia, New Zealand and the Philippines and are considering local acquisitions, mergers and alliances in those territories that will further consolidate our offering.

What have been your greatest challenges to date?

There are not enough hours in the day to chase every opportunity. Knowing which ones to chase, and in which part of the world is one of the key challenges in managing the growth of our organisation.

Like every early stage organisation finance is always a challenge, and pioneering new products in the market takes time – testing, learning and perfecting.



Where do you see your strengths, and what type of directorship / advisory talent or experience are you looking to bring into OWR in the immediate future?

I'm an entrepreneur, I'm good at business development, selling, ideas, seeing the bigger picture, putting deals together, negotiating, seeing the future, seeing a multi billion dollar business – now! I'm impatient and want it all to happen yesterday. I am supported by a management team with strengths in governance, HR/IR and operations. Together we see the opportunities and relish the challenges.

Ideally we're looking for directors and advisors with significant industry experience – with M&A/funding/marketing expertise. On a personal level I want to work with high energy, highly ambitious visionaries, who can open doors and add credibility to our organisation. Our organisation is all about innovation, so it's important that anyone we bring into the business shares our DNA and has a passion for change.

If you are a dynamic person or company interested in being part of an ambitious, ethically minded, expanding international human resource services group please contact Kylie Hammond at Board Portfolio for a confidential discussion.

Ref: OWRKH



What tips would you offer other early stage organisations?

- Don't listen to negative people
- Work hard and make it happen
- Surround yourself with successful people and companies
- Learn from as many people as possible
- Develop good listening skill, and
- Mind your good people

What are the benefits of working with an organisation like Board Portfolio?

By working with Board Portfolio we have been able to link into their extensive network that includes experienced director talent, industry specialists and a broad range of potential funding partners. Kylie Hammond has extensive experience working with early stage organisations and has been able to provide valuable insights and advice regarding the selection of our board of directors.



GiiUp



Horse racing just got a whole lot more interesting with the launch of GiiUp, the world-first mobile application that brings a 'day at the races' to a new field of gamers.

We spoke with Michael Castleman, CEO of GiiUp about the organisation and his vision for the future.



What is GiiUp?

It's a new, world-first mobile app. GiiUp promises to reinvigorate Australia's horse racing industry by introducing the virtual thrill of a 'day at the races' to a new field of tech-savvy gamers. The innovative betting app - available for free on iPhone, Android and web devices - enables sports-loving, have-a-go Australians to have a flutter on thousands of real horse, harness and greyhound races across Australia. In the first instance, new sign-ups receive 100 'play money' coins enabling them to bet on any race - without the fear of losing real money. Animated versions of each race can be displayed 10 minutes after the event - providing fun gamification for users.

GiiUp is built to provide a user journey that ultimately leads them to signing up with an online betting company. It also provides an extra dimension for seasoned betters with prediction modeling.

Currently bookies spend upwards of \$500 to acquire a new user. The process usually involves sending the user to a signup page where they need to enter a credit card to join. This approach is often intimidating for social punters new to racing who will often step away prior to joining. The GiiUp app offers a fun, safe, easy and user-friendly way to enjoy the thrill of horse racing.

Where did the idea for the business come from?

During the equestrian flu epidemic I was consulting with The Daily Telegraph regarding transferring some of their print material to web. Racing had stopped and the subscriptions took an incredible drop. I learnt that the form guide is an incredibly important part of the revenue model for The Daily Telegraph. After attending the races that Saturday the majority of people, old and young, were on their phones playing games and reading Facebook. I realized there was a massive opportunity to reinvent the form guide and build a user journey from "never placed a bet" to "being able to choose a bet intelligently".

Being passionate about user feedback meant that GiiUp was built with the user in mind. One company I ran earlier in my career handled over one thousand in-home interviews for Lyon Nathan - we did a great deal of research around when people drink, what they do, and how they operate. GiiUp is able to give people a gaming experience while teaching them about betting. Users can play and bet on races, test their own theories with a slider system, and utilize a backdated database analysis program to predict the horses that will win. They can also access an entertaining podcast to excite them about betting.

How will GiiUp make money?

Our primary source of revenue comes from converted users. Once a user has signed up with an affiliate bookie through the app we receive 30% of their losses for life. On average a punter loses \$1,000 per year, which gives us an average of \$300 per user converted. Our secondary source of revenue is through the sale of virtual coins. Ten of the top forty apps in the world are slots apps that gross \$6M plus a year from people paying an average of \$20 per year for virtual credits so they can continue playing. These two streams enable us to build an incredible audience of millions of sports and gambling fans that love our brand. This is a valuable asset in its own right and many companies around the world will pay for it.

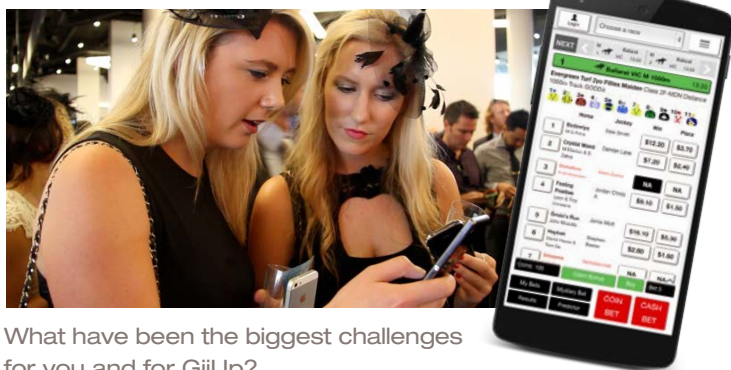
Why will GiiUp succeed?

Online gambling is a very profitable area to be in, we are already seeing a return from our initial release. The interesting thing about GiiUp is the investment story. Most companies growth is dependent not on the ability of the company to make money, but on its ability to raise money. GiiUp stands apart from any other business I have worked with. When I first did a round of funding I went to a couple of brokers to see if they knew people who could add anything to the company and both of them invested themselves. The reason is that they can see the investment story. Retail investors, brokers and the majority of people who invest in stocks also bet on horses. The GiiUp investment fits the sensibilities of a broad range of investors and will bring a large raise as we move forward. This along with our revenue model and the stable guidance of a solid board is the next milestone we aim to achieve.

What makes GiiUp different from other start-ups?

I don't believe we're a traditional start-up. We believe that a business should operate professionally and we take seriously the investment that is being made by others in our organisation. I've seen other start-ups and it can feel like a bunch of kids playing.

We come from a real business background and we want to build a professional organisation with structure and transparent governance processes to ensure that we can operate at the level that we need. We see the value in bringing on a great board of directors who can help us build our business faster.



What have been the biggest challenges for you and for GiiUp?

We believe in getting products to market quickly and then being flexible and fast with changes from user feedback. When we first built GiiUp getting the right development team was challenging. When we finally built a team of solid coders, they wanted to build an incredible back end that allowed for multiple languages, quick rollouts of new changes, quick adding of new sports, full analytics, AB testing, the ability to log our users movements, and the ability to have one code base across web, android and any other apps. This meant we had to invest a lot more time than we felt comfortable with before getting users onboard. We have now achieved all of this in six months and we are ecstatic about how flexible we can now be. It's always a challenge balancing building something amazing and getting something out quick and I believe in this case we made the right decision.

We are currently missing skills and advice in the areas of banking, mergers, cricket, media, digital marketing, pricing and distribution. This is the challenge we now face. To find those people who can help our business grow with strategy, contacts and advice.

What are the benefits of working with Kylie Hammond from Board Portfolio?

When I first met Kylie it was overwhelming to see the strategies she put in place in my mind for company growth. Getting a board was something I thought happened well after you had worked through the major problems. Her vision of people working to help small companies through the stage we are at was amazing and I believe has changed the landscape of financing in Australia. After reading her book, I realised why being a board member on a company like ours can be such a rewarding career development. Especially for someone who is working in a large organisation or at a stage in their career that they have the time to pass across their knowledge. Kylie's mentorship on how to build a board and how to take on an advisory board has ensured that we have a relationship that is mutually beneficial and an engagement with board members that works.

What type of Director Talent are you looking to bring into the organisation?

We are looking for people who have experience in Banking, Gambling, Acquisitions, Radio, Online Marketing, or negotiations with large organisations. We are building a Board of Directors to eventually sit on a public company as well as an advisor group. We are looking for someone who can communicate regularly via email, meet once a quarter, and who has an ability to arrange contacts when needed. Our pressing concerns involve negotiations with a major book-maker, launch activity, the building of our radio podcast, and the structure of our next capital raise after this one.

What advice or tips would you offer other entrepreneurs?

Build a strong and competent team of people around you, and give them an open communication path to help them understand what you need to grow.

I had the honour of interviewing seventy Action Coach clients that had grown from \$1M to \$10M, and the coaches who had advised them on their growth. I saw the same story repeated in so many different business types - between the owner and the coach. The businesses all went to the coaches thinking they needed help with marketing, but soon realised their major problems were around selling their vision to their team. Being able to stick to a vision consistently, and knowing when it is ok to change is crucial.



A good analogy of startups I've heard told is that it's like jumping off a cliff with all the parts to the plane, and assembling them as you fall. With that in mind, it makes sense that what you choose to spend your time on should be the most important decision, and deciding what not to - the next most important. Having a board of intelligent people to help guide you is vital. Sometimes the most amazing opportunities require a massive pivot in your core business. This is when a board of advisors is invaluable - to help you navigate the change without destroying the opportunity.

Where are you in terms of rollout?

GiiUp is available in AppStore and GooglePlay. We are in our second capital raise and are building a team of board members to help us launch over the Championships in Sydney in April. We are meeting with potential board members via Board Portfolio and others to discuss how we can make GiiUp a global brand synonymous with Gambling on Racing and Sports.

For more information about GiiUp and to find out how you can get involved, contact Kylie Hammond for a confidential briefing. Ref: GIKH

Don't miss out on your last chance to become a part of the exclusive Work Club community!

Director Institute's headquarters are based at the spectacular Work Club in Sydney. For a limited time only, Director Institute members are being given the opportunity to join Work Club at a significant discount. With only 25 memberships remaining, don't miss out on your last chance to become a part of this unique community.



Soren Trampdach – CEO & Founder of Work Club spoke with us about the benefits of membership and his plans for the future.

What is so special about Work Club?

The environment we have created is unlike any other shared work space currently available in Sydney, or around the world. At 600sqm, Work Club Sydney provides a variety of working environments to suit all manner of business – quiet places to work and reflect, private offices to meet with clients, and comfortable lounges to sit with friends and guests. Located on Elizabeth Street, with stunning views over Hyde Park - through to St Mary's Cathedral, the space provides a real sanctuary from the hustle of the city below.



While other shared work spaces can feel like you're in a busy train-station, Work Club offers a quiet place to meet, think and conduct business.

One of the things that you notice when visiting Work Club is the quality of the fit-out. The entire space is thoughtfully curated and filled with original, beautifully designed European furniture, lovingly made in small factories from around the world.

Is Membership Limited?

Yes, to ensure we are able to maintain the level of service, and the quality and ambience of our unique environment, Work Club membership is being limited to 100 people from diverse professional backgrounds in each city location.

Maintaining a diverse network of members ensures that there is an interesting mix of conversation, opinions and business experience. Currently our members include NED's, accountants, Family Offices, leaders, entrepreneurs and philosophers – a true mix of people who are interested in not only meeting and working but in challenging the status quo.

"A unique, contemporary working environment that enables collaboration with functionality"

What are the other benefits of Membership?

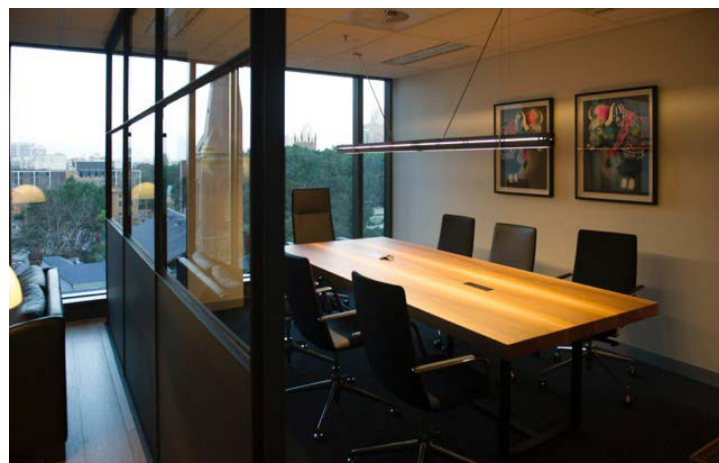
While the space itself is breathtaking it also offers a fantastic venue for a range of exclusive member events.

All of our events have a very strong content pillar around innovation and disruptive trends from around the world. We generally invite international speakers (or speakers with an international view) and the feedback so far has been fantastic with members enjoying the variety and diversity of discussion that these events provoke.

What's next for Work Club?

Over the next 3 – 5 years we plan to open 10 new Work Club locations around the world – that include Melbourne, Singapore, Hong Kong, Dubai, Zurich, London, New York, L.A. and Copenhagen.

Membership in any location provides complimentary membership in any other environment - which is fantastic for Sydney members who do business in other cities.



Exclusive Offer for Director Institute Members

We are pleased to offer Director Institute members a 33% discount off our 12-month membership rates. This is a limited time only offer and will finish at the end of March – or earlier if Membership reaches capacity.

For a guided tour of this magnificent space, and to hear first hand about the exciting events coming up, please contact Kylie Hammond.

Testimonial from Kylie Hammond:

“Joining Work Club Sydney has been one of the best decisions we have made for our business and for our clients. The team at Work Club is extremely professional and the calibre of Work Club global members is impressive. There are many opportunities to network with members and connect with like-minded business owners, entrepreneurs and senior executives. I feel proud to bring my clients into such an inviting work space, we can have confidential discussions whilst enjoying the wonderful Hyde Park and city views. I have found Work Club Sydney to be a very positive work environment for conducting business, hosting exclusive events and for after work social activity. The concierge service is amazing and makes work life balance seamless. I congratulate Soren and his team on developing an exclusive business membership service that is truly innovative and transforms the way we work, rest and play.”

SUMMARY OF EXTERNAL OPPORTUNITIES

COMPANY	OPPORTUNITY	CLOSING	PAGE
Australian Grain Technologies (AGT)	Non-Executive Director	27 Apr	66
Fitzroy Football Club	Director	24 Apr	66
Recce Pty Ltd	Non-Executive Director	1 May	67
Sugar Research Australia	Member & Chair	30 Apr	67
The Australasian Podiatry Council (APoDC)	Non-Executive Director	1 May	68
Stonnington Community Financial Services Ltd	Board Member	29 Apr	68
The National Aerial Firefighting Centre	Non-Executive Director	17 May	69
Queensland Alliance for Mental Health Inc.	General Member	17 May	69
Maroochy Waterwatch	Director of Fundraising		70
Scouts Australia	Chairperson	1 May	70
Beechworth Health Service	Independent & Audit Committee	3 May	71
Girl Guides Victoria	Executive Committee Member	28 Apr	71
Rail Industry Standards Board	Non-Executive Director x 2	27 Apr	72
Planning Institute of Australia	Independent Member of Finance	24 Apr	72
Family Planning Tasmania	Director	8 May	73
Mindil Beach Sunset Market Association	General Board Member	30 Apr	73
ChildFund Australia	Director	30 Apr	74
Fire Brigades Employees Credit Union	Non-Executive Director	29 Apr	74
Bobby Goldsmith Foundation	Non-Executive Director	1 May	74
NSW State Government Workers Compensation Commission	Arbitrator	26 Apr	75
Active and Healthy Ageing Board	Advisory Committee	26 Apr	75
Upper Spencer Gulf Common Purpose Group	Independent Chair	1 Jun	76
New South Wales Aboriginal Land Council (NSWALC)	Chair of Three Council Committees	30 Apr	76
Victorian State Government Dept of Environment, Climate Director & Water	Multiple Director Opportunities	31 May	77
Alpine Resorts – Falls Creek, Lake Mountain, Mount Baw Baw, Mount Buller & Mount Stirling and Mount Hotham Management Boards	Board Members	27 Apr	78
MacKillop Family Services	Board Members	15 May	78
RDA Boards	Multiple Committee Member	28 Apr	79

COMMERCIAL OPPORTUNITIES



Australian Grain Technologies (AGT)

Non-Executive Director | SA | Paid

Australian Grain Technologies (AGT) is Australia's leading cereal breeding company and 'breeder of choice'. AGT is seeking to appoint a non-executive director to its board.

AGT's vision is to improve the prosperity of Australian grain growers through the delivery of superior varieties, utilising technical excellence and innovation, and providing a work environment that offers professional and personal reward to staff in a strong team environment.

We seek a Non-Executive Director with the following skills and attributes to assist AGT in charting its next decade.

- a strong strategic focus with an understanding of the globalisation and value chain of agribusiness
- in depth understanding of the Australian grains industry and extensive networks within
- sound financial and risk management experience
- strong commercial judgement and high level corporate governance

In addition, essential competencies sought are high integrity, a collaborative leadership style and active contributions to strategic and Board discussion.

This position provides an excellent opportunity to help develop and shape an exciting future for this national grower benefit driven enterprise.

To enquire please phone Mick Hay or Sharon Moloney on (07) 3878 3411 and apply via www.rimfireresources.com.au

The opportunity closes on 27th April, 2015.

Fitzroy Football Club

4 x Director | VIC | Unpaid



The Fitzroy Football Club is seeking an injection of new blood to its board to take the club into its next stage of success. There are four roles that need to be filled in a very active and passionate board. This is an organisation that has all the fiduciary duties of a normal corporation with the addition of managing operations around the club. It is for a director that feels passionate about football and wants to make a difference.

The Fitzroy Football Club was established in 1885 and has a long history of fielding football teams at the highest level, having won premierships in the VFA, the VFL and the VAFA. The rich history of the club means that it has a unique place in the community and the competition that it now chooses to operate in.

Due to recent departures, the Club currently has a number of casual vacancies for directors to join the board to help guide the club to achieve success.

The board has identified the following positions as being required to complement the existing skills that are currently on the board.

- Football Director - candidate should have some experience in coaching at a football club at an amateur or professional standard.
- Volunteer Co-ordination Director - candidates should have some experience in procuring and co-ordinating volunteer operations.
- Fundraising Director - candidates should have some experience in fund raising activities in a community or volunteer based organization.
- Media and Communications Director - candidates should have communication experience across a wide variety of channels.

For more information please phone Tom Sargent on 0404 814048. Please send your application to Tom via email at tom.sargent@ranfurle.com. Applications must be received by 24th April, 2015.





Recce Pty Ltd

Non-Executive Director | Perth | Paid

Perth based, pharmaceutical R&D company Recce Pty Ltd proposes to IPO-list, and wishes to appoint a non-executive director having senior sales experience in the pharmaceutical industry.

Recce Pty Ltd (www.recce.com.au) is in an expansion phase, and proposes to IPO-list.

Recce seeks to appoint a non-executive director having relevant qualifications and experience at senior sales-marketing level of an entrepreneurial pharmaceutical company - preferably international.

Recce performs medical research and is developing the manufacture and supply of antibiotics as active pharmaceutical ingredients to leading worldwide marketers of medicines. Pre-clinical tests demonstrate that RECCE antibiotics kill a wide range of bacteria-superbugs – and that RECCE antibiotics are exceptionally resistant to loss of this capability upon continued use.

Recce's board of three has worked with productivity and high rapport for some 3 years. The current board of varied ages, covers disciplines of senior pharmaceutical management, chemistry, medical science and entrepreneurial commerce. Recce is in the process of appointing a CFO and Company Secretary, external to the board. Recce is widely supported by consultants.

The chairman invites responses in confidence to himself via email graham.melrose@recce.com.au by 1st May 2015.



Sugar Research Australia

Member & Chair | National | Paid

Sugar Research Australia Limited (SRA) is the principal research, development and extension company for the Australian sugarcane industry. We invest in, and manage, a research portfolio that drives productivity, profitability and sustainability for the Australian sugarcane industry.

The primary function of the Research Funding Panel is to conduct a contestable research investment program from applications from external research providers and SRA and recommend a suite of research projects/programs consistent with the SRA Strategic Plan, for approval by the SRA Board.

Expressions of Interest are sought from appropriately qualified and skilled people for the roles of Chair and Members of the SRA Research Funding Panel. Current Panel Members are welcome to re-apply.

Successful candidates will be able to demonstrate the well-developed skills and expertise required to carry out functions for the benefit of the Australian Sugar Industry and associated communities including:

- Knowledge or an appreciation of the key SRA disciplines outlined in the Strategic Plan 2013/14-2017/18 (Please refer to our website www.sugarresearch.com.au)
- Knowledge of sugar industry technologies, economic drivers, threats and opportunities
- Capacity to review research applications, proposals, reports and to steer evaluation.

Additionally candidates should also have the following personal attributes:

- High degree of integrity
- Inclusive and collaborative nature
- Inquiring and constructive questioning nature
- Effective listening and communication skills
- Critical and innovative thinker.

Appointments to the SRA Research Funding Panel range from 1 to 3 years tenure with the expectation that the Panel will meet approximately 6-8 days a year, with an additional 6-8 days required for preparation and research.

To apply, please send your applications to HR@sugarresearch.com.au by 30th April 2015.



The Australasian Podiatry Council (APodC)

Non-Executive Director | National | Expenses

The Australasian Podiatry Council (APodC) is seeking an independent director to join the Board following a constitution review. The APodC is the peak body for podiatry in Australia, with a mission to advocate and provide services that create value for member podiatrists and advance foot and lower-limb health.

It is a national organization with its office in Melbourne that is governed by a five person board appointed by the state organisations from their membership. The organization also has a small Audit and Risk committee.

The Board culture is evolving however most decisions are made through informal but robust discussion followed by the approval of written motions, usually with consensus. The board uses formal process when contentious issues are debated. Board processes are defined in a Board Charter and are generally robust, including papers and recommendations for each board item.

The organization is in a sound financial position with a strong balance sheet and no debt.

The Board meets four times per year, generally in Melbourne with additional teleconferences to address specific items between meetings. Meetings are on a Saturday with a Leadership Group (State Presidents) meeting on the Sunday following each second Board meeting.

The organization has a small professional team including a professionally qualified CEO.

We are seeking an independent non-executive director with experience in governance and complex business environments. The candidate must also be able to think strategically at a national level.

Directors fees or an honorarium is not being considered at this time however the position offers an aspiring director the opportunity to step up to a national and well respected organization in the health industry.

The Board plans to interview short listed candidates ahead of the 14 June Board meeting. To apply or for further information, please contact the Chief Executive Officer via phone (03) 9416 3111 or email ceo@apodc.com.au

Applications close on 1st May 2015.



Stonnington Community Financial Services Ltd

Board Member for Bendigo Community Bank at Windsor | VIC | Unpaid

Stonnington Community Financial Services Ltd is a locally owned public company. The company operates a Bendigo Bank, Community Bank franchises in Windsor and returns 60-80% of profit back to the community. In our twelve years of operation we have returned in excess of \$851,000 to the local community.

Board meetings are held monthly on the last Thursday of the month and applicants will need to be available on this day from 6pm.

The business adheres strictly to the rules governing a public company particularly to APRA and ASIC, and is audited twice yearly by independent auditors.

We are seeking enthusiastic and capable individuals to join our Board and continue the work we do. There are many aspects to our organisation and Board members are also required to join sub-committees, such as Marketing, Grants, Finance and Audit.

This position is voluntary and would suit a person wishing to develop a career in the corporate world and learn the workings of a public company that also has a philanthropic aspect to it.

To find out more about this opportunity please contact the Secretary Jon Caneva via email secretary@windsorcommunity.com.au or phone 0414 240 953

The opportunity closes on 29th April 2015.

NOT FOR PROFIT OPPORTUNITIES



The National Aerial Firefighting Centre

Non-Executive Director | VIC | Expenses

The National Aerial Firefighting Centre seeks to appoint an independent Non-Executive Director. This role is vacant due to a resignation.

The role requires attending approximately 6 board meetings per year. Some interstate travel is anticipated. In addition it may be necessary to take part in monthly conference calls for management / financial reporting and general compliance issues.

Role related competencies include:

- Understanding of the role as well as the legal, ethical, fiduciary and financial responsibilities of a director;
- The ability to review the strategy through constructive questioning and suggestion and contribute to the effective decision making of the board;
- The ability to read and comprehend the company's accounts, financial material presented to the board, financial reporting requirements and some understanding of corporate finance;
- Overseeing compliance with numerous laws as well as understanding the individual directors legal duties and responsibilities;
- Risk management experience
- Industry knowledge in fire and emergency services or aviation is required
- Legal and or risk competencies will be highly regarded

We seek individuals with integrity, a collaborative and curious mind-set, high emotional intelligence, strong commercial judgement and instinct and an active contributor.

For more information please contact either the Chair – Eric Baines via email: ebaines@westnet.com.au (9450 2600), or the CEO – Joe Calleja via email: Joe.Calleja@rfa.org.au (9350 8800).

Applications close on 17th May 2015.



Queensland Alliance for Mental Health Inc.

General Member of State Council | QLD | Unpaid

Queensland Alliance for Mental Health Inc. is about creating a resilient community mental health sector to bring about better health outcomes for people who experience mental health issues.

State Council members advise, govern, oversee policy, provide direction, and assist the Chief Executive Officer with the leadership and general promotion of QAMH in support of QAMHs vision, mission and needs.

We seek individuals with:

- Proven record of entrepreneurial business acumen in the commercial arena.
- Extensive network of business and commercial linkages.
- Experience in strategic direction in business development.
- Specialist advice to develop and establish innovative new business opportunities.
- Vision and leadership.

If you would like to become a State Council member of QAMH and make a difference in the lives of people with mental illness, their families and carers, please contact Bob Steele, State Council Member on 0438 260 850 or via email bobsteele@optusnet.com.au.

Opportunity closes on 17 May 2015.



Maroochy Waterwatch

Director of Fundraising | QLD | Unpaid

Maroochy Waterwatch (soon to be known as ECOllaboration) has a volunteer board vacancy for someone with fundraising skills who would like to participate in board decision making to set strategic direction, ensure accountability, manage risk.

Essential skills and competencies:

- An understanding of, and adherence to, corporate governance codes
- Fundraising experience in the not-for-profit or for-profit sectors
- The ability to form a working relationship with the board members and the CEO
- Commitment and time to contribute to a dynamic team
- Be open minded, respectful and collegiate

Other skills and expertise that would be highly regarded includes but is not limited to:

- Corporate governance
- Environmental science and management
- Strategic planning
- Business development
- Community engagement and networking
- Financial and accounting
- Legal, compliance and risk management
- Public policy and planning

Apply online via the website link:

<http://www.maroochycatchmentcentre.org.au/catchment/?p=2741>



Scouts Australia

Chairperson – National Executive Committee | Voluntary

Are you a dynamic and innovative individual who has worked actively within a Board environment and ready for a new challenge? Scouts Australia, Australia's largest youth organisation, is looking for an exceptional leader to fill the role of Chairperson for its National Executive Committee (Board).

As a key member of the Scouts Australia National Team you will be required to work closely with the National Chief Commissioner and National Chief Executive. You will play a major role in ensuring Scouts Australia achieves its strategic and operational objectives, building on its 100+ years of successfully developing leadership skills in young Australian women and men. With a strong ability to work with people and expertise in corporate governance, you will be required to provide leadership to the NEC (Board) to ensure its outputs align with the National Strategic Plan.

It is expected that the new Chairperson will have strong community values, Board or similar experience, understand the Not-for-Profit environment and be adventurous. Current membership of Scouts Australia is not a prerequisite.

This challenging position would suit who understands the value of volunteering and the importance of youth development to Australia's future. This volunteer role would commence in June 2015 with an initial appointment term of three years.

The role can be performed from any location in Australia, and will include travel to interstate and international meetings. Candidate information packs are available from National Chief Executive, Mr Martin Thomas, at nce@scouts.com.au or on call (02) 8440 5901 for more information.

Applications close at 5pm on the 1st May 2015.



Beechworth Health Service

Independent & Audit Committee member | VIC | Unpaid

Applications are sought for an Independent Member to join the Finance and Audit Committee of Beechworth Health Service (BHS). The main objectives of the committee are to monitor and provide advice on the financial performance of BHS, monitor controls and compliance frameworks and ensure accountability under the relevant legislation.

The position is voluntary and its role is to provide an objective, independent, expert perspective to assist the BHS Board in discharging its responsibilities. Appropriate knowledge and understanding of financial performance, reporting and risk management is a requirement of the role.

Applications should be forwarded to: Finance and Audit Chair, Beechworth Health Service, PO Box 20, Beechworth Vic 3747

For further information please contact Robert Ashwell, Chief Accountant via telephone (03) 5728 0200 or via email beechworth.health.service@hume.org.au.

Opportunity closes on 3rd May 2015



Girl Guides Victoria

Executive Committee Member | VIC | Unpaid

Girl Guides Victoria aims to enable girls and young women to grow into confident, self-respecting, responsible community members.

The Executive Committee is responsible for the governance, management, strategic planning and control of Girl Guides Victoria.

Functions of the board include:

- To make Bylaws as necessary to carry out the aim and policy of Girl Guides Victoria;
- To administer the funds, property, investments, bank accounts and other assets of Girl Guides Victoria;
- To ensure an annual report of the work of Girl Guides Victoria is prepared and to examine the audited annual accounts as submitted by the Finance subcommittee;
- To select and recommend the State Commissioner Elect to State Council for appointment. To elect the Governance Chair. To ratify the appointment of Region Managers, State Managers, Chairs of subcommittees of Executive Committee and other committees or office bearers as appropriate;
- To appoint the Chief Executive Officer who is responsible for ensuring efficient management of all departments of Girl Guides Victoria; and
- To develop and implement a Strategic Plan for Girl Guides Victoria.

Work of Executive Committee will be delegated to sub committees as required. All members of Executive Committee may prefer to be a member of, or to chair, a subcommittee.

A nominee must be a resident of, or have substantive interests in Victoria, be of good character and subscribe to the aims and policy of Girl Guides Victoria.

They need not be a member of Girl Guides Victoria.

New members of Executive Committee will be elected at the Annual Meeting by the members of State Council, to be held on Saturday 30 May 2015.

There are 3 (three) vacancies to be filled. Each vacancy is for a 3 (three) year term.

Applicants will need to submit an Executive Committee Nomination Form with a passport sized photograph and a short statement (no longer than 1,000 words) supporting their application.

Applicants who do not have a current relationship with Girl Guides Victoria are encouraged to contact Elizabeth Adnams (eadnams@guidesvic.org.au) for further information including the 2015 Executive Committee Nomination Information, Terms of Reference and Nomination Form.

The closing date for this opportunity is 28th April 2015.



Rail Industry Standards Board

Non-Executive Director x 2 | National | Paid

The Rail Industry Safety and Standards Board (RISSB) is seeking two independent directors to assist it in shaping and guiding the company into the future. The tenure initially will be until November 2015 when the AGM will approve all Board appointments. Thereafter the independent directors will have a maximum of two terms each of three years.

The Rail Industry Safety and Standards Board (RISSB) is a not for profit company whose members and owners are the rail industry companies that provide funding for RISSBs work.

RISSB works to harmonise rail operations in Australia that is to improve safety, efficiency and competitiveness through standardisation and industry collaboration. A key role in this is developing a suite of codes, standards, rules and guidelines for the railway industry in Australia.

RISSB is funded and resourced by the Rail Industry and the Governments of Australia.

The RISSB Board comprises an Independent Chairman, up to two Independent Directors and four Industry Directors one each representing a segment of the rail industry Track Owner/Managers, Freight Operators, Passenger Operators and Rail Suppliers.

The Board meets quarterly and occasionally otherwise as required with meetings rotated between different cities in Australia.

RISSB seeks candidates with the following attributes:

- Sound knowledge and experience in corporate governance and preferably with AICD qualifications.
- Experience and expertise in either: standards development; or safety policy and management would be advantageous
- Rail industry experience will be viewed positively but is not essential.
- Applicants must not be employees of or provide services exclusively to any single rail industry company or supplier. Service providers to multiple rail industry companies are eligible.

A modest remuneration package and expenses are provided.

Please send your application to Chairman, RISSB, PO Box 4608 KINGSTON ACT 2604 or by email: kalber@rissb.com.au

The opportunity closes on 27th April 2015.

Planning Institute of Australia

Independent Member of Finance, Audit & Risk Management Committee (FARM) Committee | National | Expenses

The Board of PIA comprises up to 12 Directors and carries out all the functions that a Board of Directors normally performs for a company. One Director is elected from each Division (for a 3 year term), a President who is elected by the Board for a two year term, a Young Planner who is elected for a two year term and past President or a President Elect who do not have voting rights. There are 9 Divisions (each State and Territory is a Division and there is an International Division).

We seek applications from individuals with the following skills and expertise:

- CA or CPA qualified accountant, with at least 10 years of experience specialising in SME &/or NFP in either Audit or ideally Business Services
- Experience in the review of governance arrangements, financial and risk management operations, policies and procedures
- Experience in providing advice to a Public Company &/or major NFP Board
- An outcomes focus, capacity to see the big picture, as well as a meticulous eye for detail
- Highly developed interpersonal skills and the ability to work in a small national team
- Capacity to work in a highly distributed organisation and with volunteers
- Ability to think strategically and to understand the interests of diverse stakeholders
- Highly desirable candidate attributes
- Governance credentials such as AICD qualification
- Experience with member-based NFP organisations
- IT systems management experience
- Experience in the implementation, reporting and risk mitigation in a formal risk management framework
- Have networks and relationships that might be leveraged to add value to the Institute

Interested candidates should forward a one page letter stating how they satisfy the mandatory candidate attributes. In addition, they should submit a CV setting out their relevant qualifications, skills and experience.

Applications should be emailed to coo@planning.org.au

For further details, please call Steve O'Connor (Committee Chair) on 0407 450 724.

An interview process will be undertaken with shortlisted applicants with a view to making an offer of appointment by the end of May 2015.

Closing date for all applications is 24th April 2015.



Family Planning Tasmania
sexuality education & clinical services

Family Planning Tasmania

Director | TAS | Expenses

Family Planning Tasmania Inc (FPT) commenced in 1973 providing medical and educational services. Today FPT delivers sexual and reproductive health services from centres located at Glenorchy, Launceston and Burnie. Medical services are also delivered from various outreach locations.

FPT operates as a not for profit organisation governed by a voluntary board. The majority of funding is provided by the Department of Health and Human Services, Tasmania. FPT generates additional income from fee-based medical services and the sale of education resources.

FPT is incorporated by association and is therefore an independent and autonomous member of a network of State and Territory sexual health and family planning organisations called the Family Planning Alliance Australia (FPAA). In addition to FPT, there is another incorporated entity called The Family Planning Welfare Association of Tasmania Inc (FPWA), which is the owner of premises in Launceston and Burnie. The Board members of FPT are the only members of FPWA and form the Board by virtue of the FPWA Constitution.

This is a voluntary non-executive Director position at Family Planning Tasmania and the Family Planning Welfare Association of Tasmania.

Total time commitment is between 30 and 40 hours per year depending on additional duties.

The term of appointment of the Director shall be three years from the first AGM after the appointment. On the third AGM anniversary the Director will be eligible for re-election.

We are looking for applicants with the following:

- Experience in a Board environment;
- Demonstrated governance experience and skills;
- High levels of commercial acumen and the ability to understand and interpret performance, both financial and operational data;
- Demonstrated experience as a strategic thinker and influential leader in their area of expertise;
- High level decision-making skills and an ability to apply independent, considered and substantiated opinions to advance the organisation;
- Capacity to attend, prepare and proactively contribute to Board and Committee meetings and events; and
- Alignment to the philosophy and values of the organisation.

For a copy of the full position description please contact Karen Rosendell at Family Planning Tasmania via email krossendell@fpt.asn.au or phone (03) 6273 9117. To discuss the vacancy please contact Board member Lea Symonds lea@personalstrengths.com.au or (03) 6231 4226.

Please submit your CV and application addressing the Selection Criteria to Karen Rosendell by COB Friday 8th May 2015.



Mindil Beach Sunset Market Association

General Board Member | NT | Unpaid

Mindil Beach Sunset Market supports over 300 small businesses, provides employment for more than 1000 locals and contributes more than \$15 million to the Northern Territory economy annually. Committed to preserving the natural environment, plastics bags are banned and extensive recycling and environmental sustainability measures are in place across all aspects of the markets.

The group has an annual budget of between \$750,000 and \$1.5m with between 11-20 paid staff. We now seek a general board member to join our board and ideally seek individuals with skills that include Accounting, Business Operations and Information Technology.

For more information about the opportunity please contact Kerry O'Brien (Chair) on (08) 8981 3454 or email admin@mindil.com.au

Opportunity closes on 30th April 2015.

ChildFund Australia

ChildFund Australia

Director | National | Expenses

ChildFund Australia, is a member of the global ChildFund Alliance, an independent, non-religious international development organisation that works to reduce poverty for children in developing countries.

We implement programs with a range of local partners in Cambodia, Laos, Myanmar, Papua New Guinea and Vietnam, and manage projects delivered by partner organisations throughout Asia, Africa, the Pacific and the Americas.

Our vision is a global community, free from poverty, where children are protected and have the opportunity to reach their full potential.

To fulfil our mission, ChildFund Australia works in partnership with children and their communities to create lasting and meaningful change by supporting long-term community development and promoting children's rights.

We are now looking to appoint a Member of the board who will contribute to:

- Shaping the mission, vision, values and strategic direction of the organisation;
- Ensuring leadership and resources for the organisation;
- Monitoring and improving organisational performance and effectiveness, particularly in the area of international development programs;
- Overseeing financial performance, setting the acceptable level of risk for the organisation and ensuring appropriate risk management;
- CEO liaison;
- Serve on the Programs Review and other Board sub-committees.

Board members are required to comply with ChildFund Australia policies and the ACFID Code of Conduct. Board members undergo a criminal background check before the initial appointment and every two years thereafter. New Board members are required to sign ChildFund Australia's child protection policy and procedure, and the code of conduct. Board members serve on an honorary basis and only receive re-imbursment of expenses incurred. Board member(s) are elected for a four year term and may seek re-election for a further four year term.

Please send your application addressed to the Chair, ChildFund Australia Board by email to Board-recruitment@childfund.org.au. For further information please contact: Bandula Gonsalkorale, Finance & ICT Director and Company Secretary via phone: (02)8281 3110 or email: bgonsalkorale@childfund.org.au

The opportunity closes on 30 April 2015.

Fire Brigades Employees

Credit Union

Non-Executive Director | NSW | Paid



The Board is responsible to the Members for the overall governance and performance of FBECU as well as satisfying other regulatory and ethical expectations and obligations. In addition the Board is responsible for identifying areas of significant business risk and ensuring arrangements are in place to adequately manage those risks.

We are looking for women and men to apply. It is desirable that you have skills and experience in the following areas:

- ADI experience
- General business experience
- Marketing and communication skills
- Strong governance exposure

For more information please refer to the Candidate Information Pack via our website <http://www.firecu.com.au/expressions-of-interest-board-appointed-non-executive-director.html>

The opportunity closes on 29th April 2015.

Bobby Goldsmith Foundation

Non-Executive Director | NSW | Voluntary

The Board of BGF is seeking applications for two non-executive director positions. The roles are on a voluntary basis and assist in overseeing the direction and operations of the organisation, and provide support and guidance to the Chief Executive in the execution of their duties. BGF is a not-for-profit public company limited by guarantee.

Candidates must demonstrate skills and experience in one or more of accounting/finance, human resources, fundraising, marketing/communications, government/NGO or corporate sectors. Candidates with previous board experience and/or an understanding of HIV and AIDS related issues will be highly regarded.

Applicants should forward their resume and an expression of interest letter to david.riddell@bfg.org.au. For further information please contact Lorraine Hall on 0421 141 331.

Applications close on 1st May 2015.

GOVERNMENT OPPORTUNITIES



NSW State Government Workers Compensation Commission

Arbitrator | NSW | Paid

The Workers Compensation Commission (WCC) is an independent statutory tribunal within the NSW justice system that resolves workers compensation disputes between employees and employers. Arbitrators assist in resolving disputes through conciliation and arbitration.

The Arbitrator's role includes decision making and Arbitrators are expected to be well-researched, organised and articulate in order to support durable determinations.

The WCC now seeks to appoint appropriately qualified and experienced individuals as either full-time or sessional Arbitrators. Full-time Arbitrators will be located in Sydney although some country travel may be required.

Appointments will be made for terms of three years, renewable subject to performance and contractual arrangements. The Commission also seeks to appoint one Senior Arbitrator in addition to the two already in place.

Ideally applicants would be qualified legal practitioners with strong current knowledge of workers compensation law and practice, and demonstrated alternative dispute resolution and facilitation skills and experience.

Those interested in applying for the role of Senior Arbitrator must demonstrate a superior level of knowledge and experience, along with a successful track record in mentoring, coaching and developing colleagues.

Remuneration is in accordance with SOORT determinations. To express interest please forward your application to syd@carmichaelfisher.com quoting Ref No MMC2002270.

To discuss the opportunity or to request an information kit please calls Malcolm McEwen on (02) 8247 5439.

The opportunity closes on 26th April 2015

Active and Healthy Ageing Board
Advisory Committee Members | VIC | Voluntary

The Active and Healthy Ageing Advisory Board is an advisory committee to Council, set up to inform Council's understanding of the issues, policies and drivers that influence services delivered to older residents in Darebin.

The Board represents the interests of older adults in Darebin, including carers and family members. It advises Council on issues and barriers that affect older adults living, working, taking part in social and leisure activities, and studying in Darebin. The Board will also advocate to other levels of government on issues affecting older residents, families and carers.

The Board is chaired by a Councilor and comprises older adult community representatives and relevant Council staff. The committee is a closed committee and vacancies are advertised when positions become vacant. Membership is not limited to a minimum or maximum term for any of its members.

Council is currently seeking expressions of interest from older people living in Darebin who wish to become members of the Active and Healthy Ageing Board (AHAB).

For more information please call (03) 8470 8339

How to apply:

- 1) Download a Nomination Form Link or contact us via the details below to request a copy.
- 2) Return the form by post or email.

Address: Ronnie Spykers, Aged and Disability, PO Box 91, Preston 3072, or email: ahab@darebin.vic.gov.au

Applications close on Monday 27th April 2015



Upper Spencer Gulf Common Purpose Group

Independent Chair | SA | Paid

The Upper Spencer Gulf Common Purpose Group is an alliance of local government, regional development and education representatives facilitating economic and social growth across the South Australian regional centres of Port Augusta, Whyalla and Port Pirie.

The Group is now seeking to appoint a suitably qualified, experienced and high profile leader to take the role of Independent Chair.

The Upper Spencer Gulf Common Purpose Group is currently assisting delivery of a number of initiatives that support the intent of the MOU and in pursuit of transformation of our region, based on cleaner, more innovative and economically diverse cities. These include:

- Economic diversification of the Upper Spencer Gulf by realising our potential for clean technologies, renewable energy and innovation in arid-smart technologies, minerals processing and value-adding.
- Improving higher education and research capabilities to support these emerging sectors in the Upper Spencer Gulf by linking the needs of local industry with access to a collaborative network of universities, research institutes and training providers - coordinated and co-located within the Upper Spencer Gulf.
- Improving coordination of environment and development assessment to improve developer certainty and conservation outcomes, with potential for strategic assessment and pre-approval through a one stop shop concept.
- Enhancing strategic infrastructure and intermodal potential including expanding existing, under- utilised port facilities in Port Pirie and Whyalla, duplication of the gas pipeline duplication to Port Pirie and Whyalla and providing a national transport solution for the gulf crossing at Port Augusta.
- Improving city attractiveness and liveability through strategic sporting, cultural/arts facility upgrades, main street redevelopment and activation and increased and improved buffer zones between heavy industry and city centres.

Remuneration for this role is in the range of \$20,000 - \$40,000 per annum dependent on the skills and experience of the chosen candidate. Additional costs associated with travel, accommodation and other incidentals will be provided by the Upper Spencer Gulf Common Purpose Group.

For more information please contact Anita Crisp
ceo@upperspencergulf.com.au or call 0427 609 404

Applications close on 1st June 2015



**New South Wales
Aboriginal Land Council**

New South Wales Aboriginal Land Council (NSWALC)

**Chair of three Council Committees - Governance, Finance & Investment
| NSW | Voluntary**

The New South Wales Aboriginal Land Council (NSWALC) is a not for profit Statutory Body established under the Aboriginal Land Rights Act 1983 (NSW).

It has been self-funded since 1998. It has an elected Council of nine members with a robust committee structure that provides advice to the Council on key functional areas.

Due to the retirement of the relevant committee chairs, NSWALC is seeking applications from interested individuals to chair three of the Council's committees being the Governance, Finance and Investment Committees, on a pro bono basis.

The Committee Chair is an independent appointee. Membership of each committee also includes two Councillors. Relevant NSWALC staff provide administrative and other support.

The Governance Committee has the broad function of reviewing and providing advice on matters relating to the corporate governance of NSWALC.

The Finance Committee has the function of advising on the development and implementation of financial strategies for the future sustainability of NSWALC and oversight of financial policy, controls and reporting to the Council.

The Investment Committee has the broad function of advising on investment strategies and policies for NSWALC. Web: <http://www.alc.org.au/>

Applications for these roles are sought from individuals who can demonstrate that they meet the following criteria:

- Demonstrated leadership, interpersonal, influencing, negotiation and people management skills
- Proven strategic thinking and the ability to provide independent and objective advice
- Previous board or committee experience in relevant organisations
- High level background and expertise in financial management, investment strategies and corporate governance, as appropriate
- Knowledge and awareness of the cultural practices, values and issues that affect Aboriginal people and communities in NSW and in society at large.
- Knowledge and understanding of the legislative and regulatory requirements impacting on NSWALCs operations

Applications should be addressed to: The Manager Governance, Governance Unit, Level 5 / 33 Argyle Street, Parramatta NSW 2150. Please contact Mr K Ganendran (Executive Director of Finance Investments and Governance) by telephone (02) 9689 4513.

All applications must be received by 30th April 2015.



Victorian State Government
Department of Environment, Climate Director and Water
(DELWP) – Water Corporations (19)

Multiple Director Opportunities | VIC | Paid

The Minister for Environment, Climate Change and Water is seeking expressions of interest from suitably qualified and experienced people for board director positions for Victoria's 19 water corporations.

The Minister is reviewing and refreshing the boards to ensure the best boards are in place to deliver new policy directions and efficient water services throughout Victoria. Water corporations are essential to Victoria's economy and prosperity. They provide customers with water and sewerage services, bulk water supplies, irrigation and drainage services, domestic and stock water, along with other urban and rural services.

Under board direction, water corporations need to build strong partnerships with their customers and communities to deliver high quality, sustainable water services to their service areas. Each director contributes to the effective operation of the board.

The terms of office for directors will commence 1 October 2015.

Remuneration varies depending on the size of the Corporation, but indicatively Directors receive from \$15,000 per annum up to \$44,000 per annum; and Chairs from \$40,000 per annum up to \$84,000 per annum.

The key selection criteria for candidates are:

- an understanding of the roles, duties and governance obligations of statutory boards and the ability to effectively undertake these responsibilities;
- demonstrated ability to achieve commercial and financial outcomes and effectively deliver water services in a regulated environment;
- ability to build partnerships with the community and a strong commitment to consult with and deliver excellent services to customers in the local area;
- an understanding of the key strategic issues in achieving sustainable integrated water resource management and the capacity to provide strategic leadership and planning skills; and
- demonstrated understanding of the importance of integrating social, environmental and commercial demands.

To be successful, candidates must demonstrate experience or qualifications in one or more of the following disciplines:

- water industry or other service utility
- climate change
- community/stakeholder engagement
- risk management
- corporate finance or economics
- engineering
- land or natural resource management
- strategic planning
- commercial business
- corporate governance or law
- capital program delivery

For more information contact the Department of Environment, Land, Water and Planning Customer Service Centre on 136 186. Alternatively contact Jo Waghorne – Senior Policy Advisor (Policy, Governance and Legislation – Water and Catchments) on phone: (03) 9637 9661 or email jo.waghorne@delwp.vic.gov.au

For more information and links to the government noticeboard please view the role via the Director Institute Job board - job reference DELWP

Applications close on 31st May 2015.





Alpine Resorts – Falls Creek, Lake Mountain, Mount Baw Baw, Mount Buller & Mount Stirling and Mount Hotham Management Boards
Board Members | VIC | Paid

The Minister for Environment, Climate Change and Water is seeking expressions of interest for a number of positions on the Alpine Resorts Co-ordinating Council, Falls Creek Alpine Resort Management Board, Lake Mountain Alpine Resort Management Board, Mount Baw Baw Alpine Resort Management Board, Mount Buller & Mount Stirling Alpine Resort Management Board and Mount Hotham Alpine Resort Management Board.

The Victorian Government is committed to ensuring the diversity of our boards represents the diversity of our communities. Women, Indigenous people, people with a disability, young people, and people from culturally and linguistically diverse backgrounds are encouraged to apply.

Applicants will be shortlisted on the basis of high-level knowledge and expertise in strategic or corporate planning; engineering or public asset management; financial management; tourism and recreation; public entity governance and risk management; and marketing or digital communications.

Applicants are required to apply online, outlining relevant professional skills, knowledge and personal qualities. Applicants should also upload a completed declaration of private interests form and a current curriculum vitae prior to submitting the application.

Applicants should view the 'information for applicants' document attached to the advertisement prior to applying. The Advertisements can be accessed by clicking this link

For all enquiries regarding the appointment process, please contact (03) 9637 8980.

Note: On the 28 March 2015 the Premier announced that in this term of Government, 50 per cent of all new, paid Victorian Government board appointments must be women.

The quota is designed to ensure that the overall number of new appointments to paid boards will be 50 per cent women.

Applications close Monday 27 April 2015.



MacKillop Family Services
Board Members & Board Sub-Committee Members | National | Unpaid

MacKillop are seeking expressions of interest from suitably experienced and qualified individuals to join the Board of Directors and Board sub-committees in the areas of Finance and Legal, Quality and Research, Audit and Risk, Ethics, and Ethos and Culture. These positions are voluntary and non-remunerated.

MacKillop welcome interest from individuals with governance and other relevant skills who are from diverse backgrounds and locations.

Applications must include a completed Expression of Interest form, Board and Committee Members Skills Matrix form and a current curriculum vitae, with contact details for two relevant referees. To support your expression of interest please provide an accompanying statement of no more than 150 words.

Application forms can be accessed via <https://www.mackillop.org.au/board-members-2015> or by contacting Danielle Farrell on (03) 9257 2338 or Danielle.farrell@mackillop.org.au.

Completed forms along with your CV can be returned by email to Micaela.cronin@mackillop.org.au by mail to 237 Cecil Street, South Melbourne, Victoria, 3205, or by fax to (03) 9687 9622 marked to the attention of Micaela Cronin, Private and Confidential.

Applications close on the 15th May 2015.



RDA Boards

Multiple Committee Member Opportunities including Chairs and Deputy Chairs | National | Expenses

RDA is a national network of Committees (sometimes referred to as RDA Boards) made up of local leaders creating solutions to enhance the economic development of Australia's regions.

RDA Committees provide a vital link between local community stakeholders and government, advising the Australian Government on critical issues affecting economic development in regions and enhancing awareness of Australian Government programs. The Department of Infrastructure and Regional Development is leading this agenda for the Australian Government.

RDA Committees maintain regional plans and advise on priority activities to drive economic development in their regions. They assist local community stakeholders to develop project proposals and help shepherd them to appropriate public and/or private funding sources, including the Australian Government's \$1 billion National Stronger Regions Fund.

Chairs and Deputy Chairs - Appointments to Chair and Deputy Chair positions are made by the Australian Government Minister for Infrastructure and Regional Development and, jointly with the state or territory government minister responsible for regional development where they contribute significant financial and/or in kind support. In some jurisdictions the local government association is also a signatory to appointments.

Committee members - Appointments to Committees and Boards will be made by Chairs and Deputy Chairs in consultation with the Australian Government Minister, state and territory government ministers and the local government association where joint appointments are made.

Terms of appointments vary but can be up to three years.

By joining your RDA Committee you can make a difference in your region.

Committee members are able to use their skills and experience to work with others, bringing together a variety of views, interests and expertise. Members have a shared sense of purpose and are part of a team which is seeking to improve the economic prosperity for the region by increasing the investment in infrastructure and business activity to improve productivity and employment in the region.

Your investment of time and energy in sharing knowledge and skills will make a difference in your community. Visit RDA Committee websites in your State and across Australia to find out more about the good work RDA Committees and boards are doing in their regions.

Considering whether to join an RDA Committee/Board?

- Find out the name of the RDA Committee in your area by looking at a map and going to the RDA Committee's webpage.
- Talk to your RDA Committee's Chair or Executive Officer and find out about the priorities for the region, how they are working to find solutions, the commitment required of Committee members and how you could contribute your skills and experience.
- Look at the RDA's Regional Plan/Roadmap to see where your skills and experience match the priorities of the region.
- Talk to other RDA Committee members about what to expect should you be appointed to the committee.
- Indicate to the RDA Committee Chair that you are interested in being considered for Committee membership and the skills you consider you would bring to the position.

Further information is available via the website: <https://rda.gov.au/join-your-rda/>

RDA Committee Vacancy Information

Tasmania - A call for Committee member positions becoming vacant on 30 June 2015 is now open.

EOIs are to be lodged by 5pm (AEST) Tuesday 28 April 2015.

New South Wales - A call for EOIs for selected Chair and Deputy Chair positions becoming vacant on 30 June 2015 is now open. See the Vacancy List for available positions.

New South Wales - A call for EOIs for Committee member positions on all RDA Committees becoming vacant on 30 June 2015 is now open.

Victoria - A call for EOIs for Chair, Deputy Chair and Committee member positions on all RDA Committees becoming vacant on 30 June 2015 is now open.

EOIs for Committee member positions will be passed on to the RDA Chairs and Deputy Chairs for consideration in Committee member appointments.

If you require a copy of the Information Booklet, Code of Conduct and Ethics, the region's Regional Plan/Roadmap or RDA Skills Needs or have queries about completing the EOI form please email rdaeoi@infrastructure.gov.au or call the Helpline 1800 505 938 (Mon-Fri 9am-5pm AEDST).

LATEST BOARD NEWS



ORIX CHIEF CHARGED OVER \$504K PAYMENT TO COCA-COLA AMATIL EXEC

The chief executive of Sydney-based commercial vehicle leasing giant ORIX Australia Mr John Carter, 53, has been arrested for allegedly paying corrupt kickbacks valued at \$504,900 to an employee of Coca-Cola Amatil.

Carter was charged with four counts of paying corrupt commissions and one count of money laundering. Carter had been with Orix Australia since its inception in 1986 and had been a key member of the management team for over 24 years.

Carter holds a number of board positions within the ORIX Australia Group and is Orix Corporation's lead representative and board member for the worldwide fleet alliance known as Global Fleet Services Inc.

Source: The Australian - 2nd April 2015

CBA APPOINTS TECH SPECIALIST WENDY STOPS TO REPLACE CAROLYN KAY ON BOARD

Commonwealth Bank of Australia has appointed a former Accenture executive and information technology specialist, Wendy Stops, to its board in a move that illustrates the increasing importance of IT strategy for the nation's big banks.



Source: SMH – 9th March 2015



AUSTRALIA READY TO JOIN CHINA-LED BANK, SEEKS CLARITY ON GOVERNANCE

Australia is "well and truly" disposed to join the China-led Asian Infrastructure Investment Bank (AIIB), Prime Minister Tony Abbott said on Wednesday, but wants to know how much power Beijing would hold in the institution before a formal decision.

Australia, South Korea and Japan are the notable regional absentees from the bank, which the United States had warned against. Despite Washington's misgivings, U.S. allies Britain, France, Germany and Italy announced this month they would join the bank, leading the Obama administration to reassess its stance.

The AIIB has been seen as a significant and possibly historic setback to U.S. efforts to extend its influence in the Asia Pacific region to balance China's growing financial clout and assertiveness.

The World Bank has also said it is discussing cooperation with the AIIB.

Source: Reuters – 25th March 2015

EXECS AT DUTCH BANK ABN AMRO GIVE UP PAY RISES AFTER UPROAR

Dutch state-owned bank ABN Amro on Sunday said its board members had spurned a 100,000-euro pay rise following public outrage.

The Dutch government on Friday delayed a decision to sell the bank after the pay hikes, aimed at offsetting a 2012 law curbing bonuses, were announced.

The Finance Minister said the move sent out a "wrong signal" at a time of hardship for the average Dutch citizen. ABN AMRO said the executives' decision to spurn the pay hike was aimed at placating the public.

Source: The Hague – March 30 2015

GET ASIAN EXECUTIVES ON BOARD OR RISK FALLING BEHIND IN REGION

An increasing number of Australian companies are orienting themselves towards Asian markets as free trade agreements come into force, whether relating to agricultural exports, health or financial services. But experts warn that companies that fail to hire executives or board members with extensive experience in Asia or with an Asian background risk falling behind.

There are fewer than 30 Asian-born directors on ASX 100 boards, out of more than 1000 positions. Of those, 10 were born in Singapore, 10 were born in China or Hong Kong, and others were born in The Philippines, Pakistan, Malaysia, Taiwan and Vietnam.

Source: The Australian - 28th March 2015



ALL VICTORIA'S WATER BOARD POSITIONS TO BE SPILLED

The boards of Victoria's 19 water companies will be overhauled as the state government demands a stronger focus on climate change. All 135 positions will be cleared and re-opened to an expression of interest process, although about half of them were due to expire in September.

The current board members can apply for the new positions. The new boards will be in place by October.

Source: The Age - 8th April 2015



WOMEN TO MAKE UP HALF OF VICTORIAN GOVERNMENT-APPOINTED BOARDS

At least half of all court and paid state government board appointments will be women under changes announced by Premier Daniel Andrews.

The premier said female representation on government boards had slipped to 36 per cent, and this was not good enough. Mr Andrews said ministers would be responsible for ensuring women made up 50 per cent future board appointments. The same rule will apply to the Supreme, County and Magistrates' courts.



Source: Herald Sun - March 28th 2015

REGULATORY BURDEN WEIGHS HEAVILY ON BOARDS

Company directors have identified industrial relations laws, health and safety laws and red tape as the greatest regulatory challenges facing their organisations over the next year.

In the Directions Report conducted by global law firm King & Wood Mallesons, 130 Australian company directors were surveyed on their views of the Australian business environment, including regulation. A total of 20.5 per cent of respondents listed industrial relations laws, including union influence, as their number one regulatory concern and 55.9 per cent listed it among their top five worries.

Occupational health and safety laws came among the top five for 50.3 per cent of respondents and excessive red tape featured in the top five of 52.8 per cent of respondents.

Directors reported spending a substantial amount of time working on compliance, with 35 per cent spending more than 30 hours over the past 12 months on such issues.

Source: Lawyers Weekly - 8th April 2015

FEATURE NEWS ARTICLE

Why heads rolled at Santos, Myer and Woolworths

The swift exit of two CEOs and a chairman in the past couple of months have investors questioning strategy and governance at Myer, Santos and Woolworths.

by Anne Hyland

Source: Financial Review – April 10 2015

Good things, they say, come in threes. But that wasn't so earlier this year when three of Australia's best-known companies, Woolworths, Myer and Santos, shocked shareholders with either a profit warning, board or management change or both.

These announcements were made within days of each other and, in each case, the news blindsided institutional investors. The share prices for all three companies fell and have languished ever since, even though the overall Australian sharemarket has been on a tear.

Nasty surprises will always knock investor confidence. But were these announcements surprises in the true sense that management or board directors couldn't have foreseen them?

Or were they predictable surprises that board and management could see coming, but fumbled – and so raise questions about competency and corporate governance?

Woolworths

On February 27, the Woolworths management and board dropped several bombshells on investors and the stock was marked down by almost 10 per cent.

Woolworths had announced a full-year profit downgrade and the departure of its head of supermarkets, Tjeerd Jegen. Investors were told that although half-year same-store sales for Woolworths supermarkets were up, the growth was still much weaker than that of arch-rival Coles, owned by Wesfarmers. The most surprising announcement, however, was the change to the retailer's supermarkets strategy and it drew the

criticism that it had come too late – from investors, corporate governance experts and former Woolworths executives.

The strategic change Woolworths chief executive Grant O'Brien announced was to reinvest cost savings and productivity gains into reducing grocery prices to make it more competitive with Coles and Aldi.

This strategy is not new. It is known as the virtuous double loop and was used by former Woolworths chief executive, Roger Corbett, and his finance director Bill Wavish. They had borrowed the strategy from US retailer Walmart and deployed it to great success. The double-loop strategy fuelled years of 10 per cent annual sales growth and about 20 per cent annual profit growth.

Oddly, however, it wasn't a strategy favoured when O'Brien was appointed chief executive in 2011. Rather it was his unsuccessful rival for the top job, Greg Foran, who had pushed for a return to it. Foran left Woolworths after losing out on the CEO job and joined Walmart.

WOOLWORTHS



At the time, O'Brien viewed aggressive price competition as the quickest way to hurt Woolworths earnings. He supported maintaining Woolworths' strong profits and his strategy worked for a while. Woolworths boasted the highest gross profit and net profit margins of any supermarket in the world – but it came at a cost.

Sales and profit growth have slowed to the point where this year's underlying earnings are expected to grow at the slowest rate for more than 15 years. Analysts say this has prompted the about-face in strategy by O'Brien and the board.

University of Sydney professor of corporate law Jennifer Hill says the switch in strategy raises an interesting corporate governance question about the role of company directors in determining the direction a company should take.

"It appears Woolworths had been pursuing a losing strategy for some time. If analysts knew it, why didn't the board?" she asks. Hill says several corporate governance reviews in Britain emphasise the importance of the board's role in relation to strategy.

"The 2003 Higgs review, for example, stressed that a major part of the board's role is to focus on strategy, rather than simply approving proposals that should be decided by management."

The 2009 Walker review on corporate governance in British banks and other financial industry entities went even further, she says. "It saw the board as occupying a critical role in 'challenging' strategic proposals put forward by the company's executive team, led by the chief executive."

In other words, the Walker review envisaged a devil's advocate role for boards, in the form of stress-testing management proposals.

What would that achieve? "Early challenges by the board of questionable strategies can avoid much shareholder pain," says Hill.

Woolworths shareholders are in for more pain, however, warns Wavish. He says switching back to the double-loop strategy won't deliver the quick fix to the retailer's problems because perceptions among value-conscious consumers have become entrenched. They believe Coles and Aldi are cheaper and that will be both hard to change and will take a long time.

"If major shareholders believe all is well at Woolworths then they deserve what they get," Wavish tells BOSS.

The shareholder pain at Woolworths is not just limited to the supermarkets division, although it is the company's most important business. Woolworths also has challenges as it rolls out Masters to compete with Wesfarmers' Bunnings in the hardware store space, while Big W is operating in a tough environment, given the slowdown in discretionary spending.

Myer

On March 2, Myer sent shockwaves through the Australian sharemarket and retail sector. It announced the simultaneous departures of its chief executive, Bernie Brookes, and chief financial officer, Mark Ashby. Investors were caught off guard and the share price tumbled almost 11 per cent.

Investors had been expecting Brookes's departure to be announced after Myer's first-half results on March 19. Ashby's departure was a

coincidence and a surprise. He will move to the United States to join Nasdaq-listed payday lender EZCorp. Myer's board thought it efficient to make both announcements on the same day but the market clearly thought otherwise.



Richard Umbers, the company's chief information officer and a former Aldi, Woolworths and Australian Post executive, was announced as Brookes' replacement. He has the Mount Everest task before him of developing and implementing a new strategy capable of reversing a 20-year slide in sales and earnings. It's a task few managers at department stores worldwide have been able to deliver. Most are losing sales and market share to online retailers and global brands such as Zara, H&M, Topshop, Uniqlo and Sephora, while their costs continue to rise.

In Australia, costs have been rising between 4 per cent and 7 per cent a year, squeezing margins and forcing not just Myer, but also David Jones, to cut back on customer service.

On the day the departures were announced, Myer chairman Paul McClintock defended their timing and he tried to douse nervous investor fears, stating the board was well aware of its continuous disclosure obligations.

He said he felt no need to update investors on trading performance before the release of the half-year results.

"Our disclosure obligations are linked to Bloomberg consensus – that's broadly the benchmark we are using in telling you there is no need for disclosure now," he said. "Clearly if we had got to the point where we knew there was a disclosure issue, we'd be out there – there is not."

Alongside Umlers, Daniel Bracken was appointed as the company's chief merchandise and marketing officer.

On March 19, Myer unveiled a worse than expected 23 per cent fall in half-year profit, which was 13 per cent below consensus forecasts. It slashed its interim dividend from 9¢ to 7¢ a share. And it lowered its underlying full-year profit forecast to be between \$75 million and \$80 million, once again less than analysts' consensus forecast, which was \$90 million.

Myer's shares fell another 12 per cent and angry investors began questioning Myer's corporate governance practices, demanding to know why the retailer hadn't downgraded first-half and full-year earnings guidance when it announced the management shake-up on March 2 and flagged the biggest restructuring in department store's 115-year history. The Australian Securities and Investments Commission said it would probe Myer's share price movements after the profit warning, as part of normal procedures of looking at unusual share price changes when a material announcement had been made.



Crispin Murray, BT Investment Management's head of equities, told The Australian Financial Review that the Myer board, led by McClintock, had erred when it hadn't updated earnings guidance after announcing the Brookes and Ashby's exits.

"If you made a CEO change, you would really make a strong effort to check what your numbers were and what the outlook was so you could clarify that at the same time," Murray said. "It's disappointing that they didn't make sure they had that new information at hand."

Analysts suggested that the downgrades would lead to a loss of investor confidence.

And on March 25, a well-known litigator and Myer shareholder launched legal action against the retailer over its bungled profit downgrade. Myer said that legal proceedings were served for Melbourne City Investments, an investment company set up by former Minter Ellison partner Mark Elliott, seeking to bring a group action for itself and on behalf of an unnamed group of shareholders.

John Grace, Ausbil Dexia's director of equities, says if strategies aren't succeeding under incumbent CEOs, there's increasing pressure on the board to address the situation.

"The chairman and board endorse the CEO's strategy but, if that's not working, they have accountability as well," Grace says.

"You have to replace the CEO or restructure the board. There's a lot of these scenarios going on at the moment."

Brookes had been in the role for nine years. He was originally due to retire last August but his tenure was extended indefinitely last year so he could lead an ultimately unsuccessful \$1.5 billion merger with rival David Jones.

The length of time he was in the job does raise questions about whether it contributed to an exodus of almost a dozen senior executives in the past three years. Grace says two to three years is more than enough time for a board to ascertain whether a CEO's strategy is working.

"The stock price is generally the greatest voter of what's working and not working. A strongly functioning board and executing chief executive generally see a well-supported stock price."

Myer's shares are trading near all-time lows – and have lost two-thirds of their value since 2009 – as the retailer struggles to turn around weak sales growth.

This year's stumbles at Myer follow a series of missteps last year, which included the embarrassing appointment of Andrew Flanagan as general manager strategy and business development.

Flanagan's employment was terminated after it was discovered that he had lied on his resumé about his employment history. He had claimed falsely to be the former managing director and vice-president of the Asia-Pacific region for Spanish retailer Inditex, which owns international fast-fashion chain Zara.

Questions were asked about the due diligence undertaken by Myer's management and board when Myer hired Flanagan.

Under Umbers, Myer is now considering the investment that will be required to reposition its business over the next few years: investment in data analytics, customer loyalty, digital technology, e-commerce and supply-chain restructuring.

Whether Umbers will get the chance to deliver on his task remains to be seen, as investors are saying Myer's assets are so cheap that it is a sitting duck to be a takeover target.

University of Sydney's Jennifer Hill says surprise announcements on succession "rattle investors". She compares the way Myer's announcement was handled to one that was well executed. She points to The Walt Disney Company, which announced on February 5 that Thomas Staggs, its chief operating officer, would replace Robert Iger as CEO, when Iger's contract expires in 2018. "That's what smooth succession planning looks like, and investors like it," Hill says.

Santos

Investors typically like to think of succession as one of those "known knowns", but often it does not pan out that way as has been demonstrated with Myer and Woolworths. Jegen's departure from Woolworths was a surprise, as he had once been touted as a replacement to O'Brien.

Succession became an issue at Santos on March 3 after the sudden and unexpected retirement of chairman Ken Borda. Borda, a former investment banker, officially leaves Santos at the end of April, and will be replaced by the previous Santos chairman, Peter Coates.

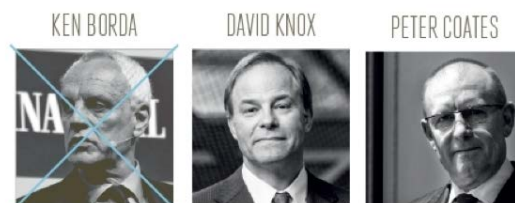
Market observers see the replacement of Borda with Coates as a stopgap to ensure stability and corporate memory ahead of a speculated departure of CEO David Knox within the next 12 months. Analysts say Knox may move on after Santos completes its \$US18.5 billion (\$23.6 billion) GLNG venture in Queensland.

Santos has been under pressure since a collapse in the oil price in September last year and continued controversy and uncertainty about its capacity to deliver coal seam gas. The market capitalisation of Santos has halved to near \$8 billion and management has been forced to sell assets and slash jobs. In February, the company reported a full-year loss of \$935 million, its first in 23 years.

"Clearly the board is under pressure, if the stock price is weak that's the greatest sword over a board's head. The pressure piles up," Ausbil Dexia's Grace says.

But what was the tension between Borda and Knox? Investors remain in the dark as both sides have been tight-lipped. There has been speculation

SANTOS



the friction was around Knox's tenure and also that Borda may have been getting too operationally involved. Either way, Borda's departure suggests that Knox has won greater influence over the board.

Investors are hoping the circumstances around Borda's departure don't lead to a "surprise" announcement to the market in coming months, otherwise there will be questions for Santos about its corporate governance and disclosure. In the meantime, investors will continue to put fire to the feet of management and board.



*New Book from
Kylie Hammond*

101 Career Mistakes and Solutions

It's no secret. As human beings, we are prone to making mistakes.

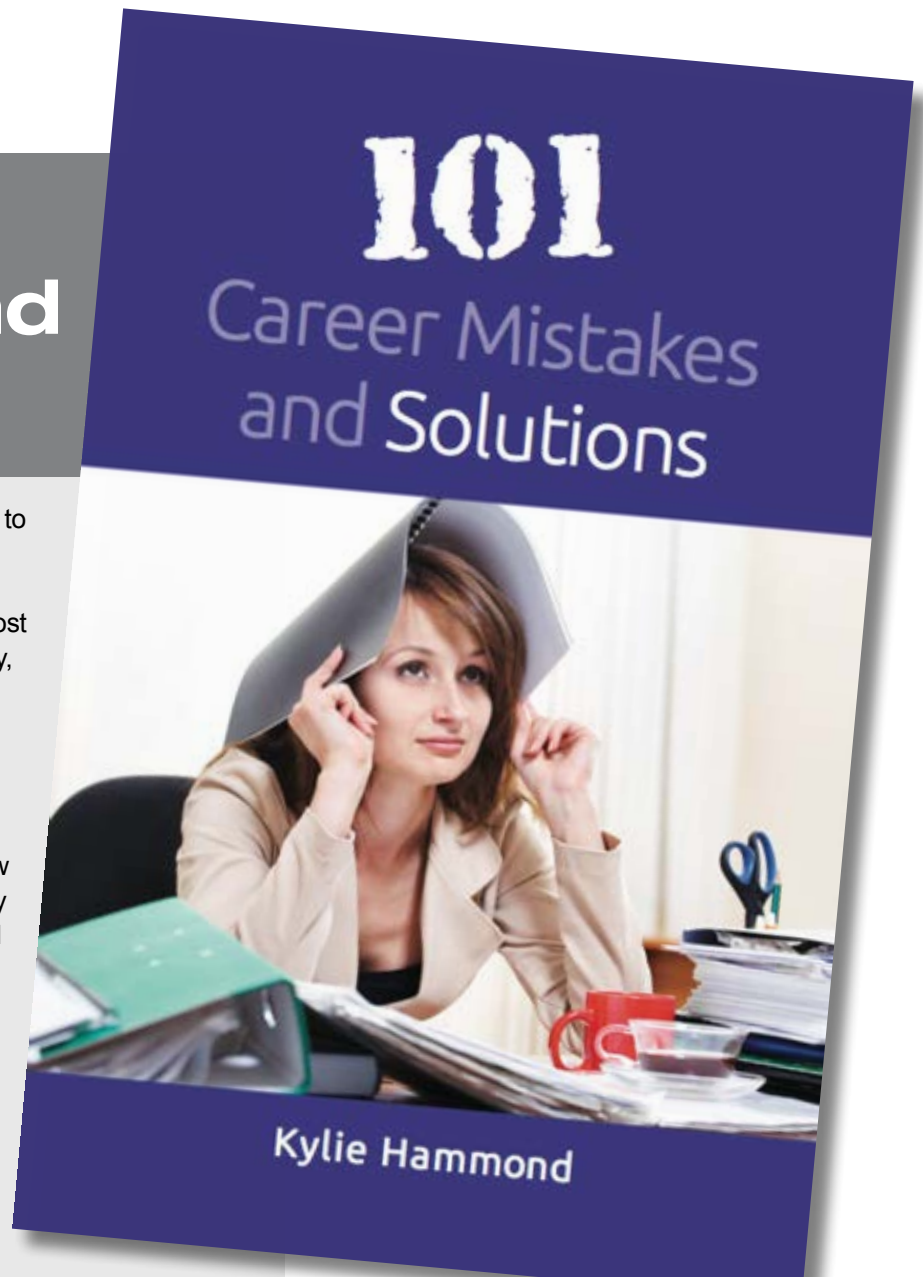
Unfortunately mistakes in the workplace can cost you a lot - a promotion, a great new opportunity, or even the job itself.

In *101 Career Mistakes and Solutions*, leading Board and Executive Search Consultant and Australia's foremost CEO Business Mentor, Kylie Hammond, provides you with an overview of potential career pitfalls, and most importantly solutions and practical tips to ensure you avoid those big mistakes, and build the career of your dreams.

Some of the career mistakes that are addressed include:

- Having no career plan
- Getting too comfortable
- Forgetting to negotiate your contract
- Under-preparing for a job interview
- Failing to manage your personal brand
- Working harder, not smarter

101 Career Mistakes and Solutions can be purchased directly for **\$33.00** including postage (send an email to info@directorinstitute.com.au to purchase) or as an e-book for only **\$9.95** via iTunes or Amazon.



"A smart man makes a mistake, learns from it, and never makes that mistake again. But a wise man finds a smart man and learns from him how to avoid the mistake altogether."

Roy H. Williams

The Last Word

By Kylie Hammond

The last two months have been a social whirlwind attending the Bentley Studio at the Australian Grand Prix in Melbourne, dining at Todd English on board the Queen Mary 2 enjoying an intimate conversation with Captain Kevin Oprey and then finally sponsoring the BT Runway for Success 2015 event with Ita Buttrose, Director Institute's Chair of our Advisory Board. I wanted to share with you some of my insights from these amazing once in a lifetime events.

The Australian Grand Prix 2015 fielded the smallest number of GP teams since 1982, 18 starters and only 11 would finish the race. Rumours swirled amongst the corporate VIP boxes that many teams are on the verge of bankruptcy and require ongoing support to remain in the competition. I was hosted by the Bentley Motors crew and they put on a classy 3-day event in total luxury over the pits. Speaking with several senior executives from Bentley revealed the cost of running a GP team is upwards of £50million per annum, there is a great deal at stake for drivers, team owners and their associated brands and sponsors.



Lewis Hamilton current World Champion and Mercedes dominated this years race, with many commentators indicating that the race was quite boring and with Hamilton never threatened, lacked the drama and excitement of GP's past. However if race fans thought that this years GP season results were decided, they would be surprised by Ferrari's stunning win in Sepang Malaysia with Sebastian Vettel staging a strong



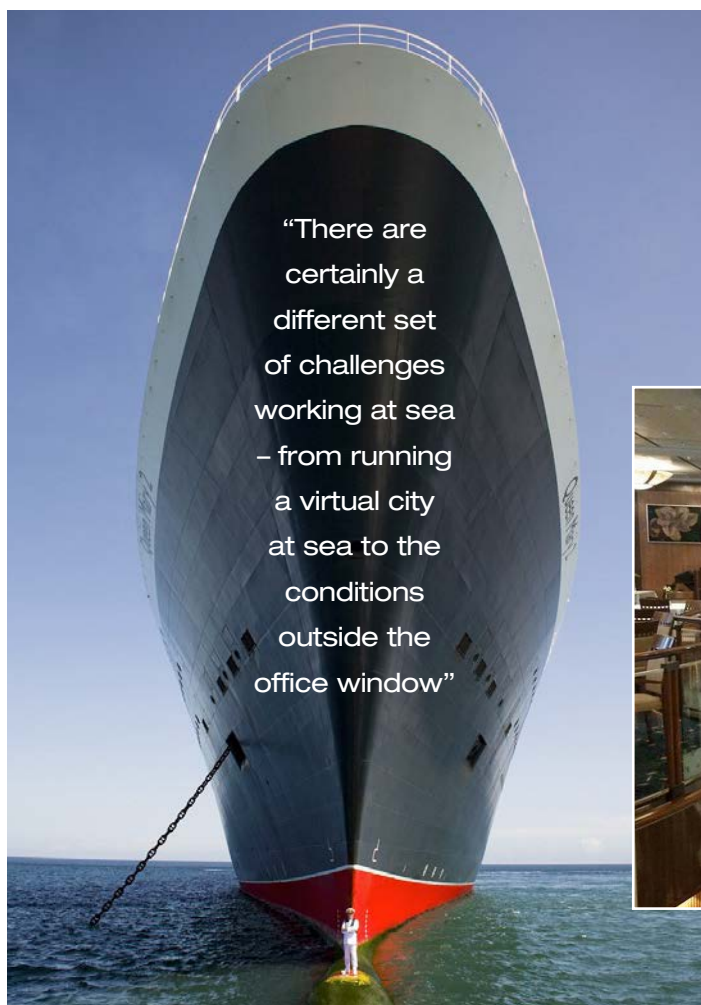
comeback only a few weeks later. Hamilton stated "We were not, and I was not expecting them to be as quick as they were today." Ferrari had closed the gap within a matter of weeks. Losing forces a team like Ferrari to take stock, push harder, review race strategy, adapt, innovate and try something different - that is exactly what they did.

The typical strategy in most GP races is to have 3 pit stops. Ferrari took only 2 stops in the Malaysian Grand Prix, a gutsy strategic decision that would result in victory. The role that strategy plays can never be underestimated when taking on your competition. You may have a slower vehicle, engine problems, you may not have the most talented driver, you may have issues within your team, but the right strategic decision at the right time, can make all the difference. Hamilton was quite flustered by the end of the Malaysian GP and he was very critical of his team during the race – he is not a man who takes losing very well. The upcoming races are going to be fascinating to watch with so many elements coming into play to execute a winning race formula.

The Queen Mary 2 is the first major ocean liner built since the Queen Elizabeth 2 in 1969. At a cost close to \$1Billion, QM2 was the longest passenger ship built at the time, undertaking her maiden voyage in January 2004. With 13 passenger decks, 17 in total, numerous restaurants and facilities on board, the QM2 can cater for 2,620 passengers and 1,250 crew and officers. With close to 4,000 lives at sea, a significant complex asset to manage, Captain Kevin Oprey has significant responsibilities that are unique to what most CEO's would face in a typical day. My tour of the QM2 was nothing short of amazing, the sheer size and scale of the ship is breath-taking along with the vast array of dining facilities, cinema's, ballrooms, passenger decks, pool, gym and spa all onboard. I can see how cruising can become addictive!

In a private luncheon hosted by 2020 Exchange, Captain Oprey shared with us his thoughts on life and leadership at sea providing many insights to a career that had been spent at sea and as he nears retirement, his plans post QM2. Captain Oprey comes from a long sea-faring background where his father, grandfather and great grandfather were all at sea. From a very early age, Captain Oprey knew the sea was his destiny. As a Captain, he is responsible for a safe and efficient operation, including cargo operations, navigation, crew management and ensuring that the vessel complies with local and international laws, as well as company and flag state policies. Additional to this, there are the people on board, including officers and crew, other shipboard staff members, passengers, guests and pilots, all under the captain's authority and his ultimate responsibility. "There are certainly a different set of challenges working at sea – from running a virtual city at sea to the conditions outside the office window". With a work environment dependent on the weather, coupled with the enormity of planning and risk mitigation, the Captain has been described as a leader who acknowledges the value of his peers and the true meaning of teams.

The Captain likes to think of himself as approachable but in this position, making decisions quickly and firmly is sometimes required. "Being able to listen, being able to encourage people to do things, take ownership of things and take initiative is what my style of leadership is all about." Captain Kevin Oprey was formally trained at the School of Navigation in London and is married with two daughters; his wife accompanies him onboard. There is a bit of a story attached to the photos of Captain Oprey taken by James Morgan off Bali; the photo shoot planning took several months and safety was paramount in getting the Captain on and off the bow of the ship. Amazing images! The Captain commented on the photos saying to our audience, that standing on the bow gave him new perspective on the size and majesty of the Queen Mary 2.



My travels and attendance at these interesting unique events has given me fresh perspective on leadership and challenges in business. Almost every conversation I had with my co-attendeess touched on the importance of the board of directors and the need for board refreshment. There is no doubt, new director talent is required to help navigate the challenges that organisations face. I picked up many new board search briefs and I look forward to working with our clients to identify top talented directors from our diverse talent pool to help them implement business strategy, innovate and adapt. Exciting times ahead.

