



Welcome to the latest issue of Board Alert.

This month our issue is packed with great articles, board news, and exclusive opportunities. Earlier this month, I met and interviewed Alex Malley the CEO of CPA Australia, and The Naked CEO who shared his unique take on the role and importance of teaching our next generation of leaders. It was a privilege to spend this time with Alex, and I hope you enjoy the read.

We have lots of exciting news this month. I am pleased to introduce you to Paul Hotz who will be joining Director Institute's Board of Directors. I am excited about our corporate partnership with the Royal Automobile Club of Australia, our webinar series that launches in early August, and personal Director's and Officers insurance DirectorGuard developed exclusively for our members.

We also feature contributions from Ita Buttrose, AO, OBE and Chair of our Advisory Board and put the spotlight on several Entrepreneurs, CEOs and Directors who share insights that we hope you'll find valuable.

And of course, we've got hundreds of new board opportunities available for your consideration.

Kind Regards,

Kylie

**Kylie Hammond | CEO | Founder**

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# Alex Malley

Alex Malley believes that effective leaders possess the courage to fail in order to meet a vision. From a celebrated academic, to CEO of one of the world's largest accounting bodies and author of the bestseller *The Naked CEO*, his career success proves that he has the requisite motivation and courage to lead. This month I was fortunate enough to interview Alex to ask him about his many achievements, and to find out what drives his leadership, his thoughts on the role of the Director, the board, and leadership in general.

Interviewed by Kylie Hammond

**K:** Alex, thanks very much for your time. You've had many achievements in your life to date, however what were the key steps you made that led to the creation of your role as *The Naked CEO*?

**A:** Let me preface my answer with, I have probably made more mistakes than I've had achievements. I believe it's important to celebrate one's mistakes as much as one's success. Mistakes are great teachers. I'm a free spirit and it took a long time to figure that out while working to become a leader.

The journey towards *The Naked CEO* stemmed from my experience as a teacher. I taught at universities, learnt to engage young people, and have applied those principles to the beginnings of what is now *The Naked CEO*.

When I became a CEO, in many ways I came to realize that I missed teaching. I looked at the way our business was engaging students and I thought it could be more personal, more passionate. I said to my staff, 'let's go online

and talk to students, let me, the CEO, talk to them – that's the only thing that I can probably do well'.

From there, we've now got three million people visiting thenakedceo.com and the book is still at number one in the business category after 38 weeks. People are engaging with our brand because it's honest. It's open. It's accessible.

**K: Did you always want to run a company? If you did, what was the vision for that company?**

A: My dad was a small businessman and he always had business magazines around the house. Every now and then I'd lift them up and try to read them, but I found them the most boring documents on Earth.

My natural flair was to teach. However, I always had a sense that I would want to run or lead something. I felt that that was my place, too. As I got more involved in education, built my own relationships and networks, I then began an organic interest in business.

I made an interesting transition from the university sector, to business through the urological society of Australia and NZ, which is where I cut my teeth in business. Everything was there: there was business; there was politics, all of which provided a great experience that helped with my transition from the education sector.

**K: You discuss the importance of allowing yourself to fail, or in your words possessing the courage to fail. Can you explain why you think this is so important for a leader?**

A: Possessing the courage to fail is everything for leaders. It's everything in life.

I'll take you to an example. I might be negotiating with another business, or a supplier who is larger than us, and know that we have to achieve particular outcomes. I need to push hard; be willing to go to the wire to help meet the vision my colleagues and I have set ourselves. You can only do that if you are personally willing to lose your job in that quest. When you've got that in your eyes during a negotiation, or in a communication, that you're willing to lose your job to get your desired outcome, there's very little compromise.

Most people don't make that conscious decision.

You see it in politics, where people are flat out trying to hold their seat – they're not willing to lose their job. I am. When people know that, you're a much harder target.

**K: What fuels your passion for mentoring the next generation of business leaders?**

A: I think the most virtuous occupation in the world is teaching, and I think the best leaders in business are those that basically become teachers. I'm a teacher that is camouflaged as a CEO.

I try to nurture staff and empower people; go out into the market with policy positions that are provocative, that are informative and that act in the public interest. The Naked CEO, which is about providing people with the best mature knowledge and insight from my experience, particularly my failures, is an extension of all of this. Essentially, I'm someone with an informative background who isn't afraid of sharing it to help others on their own journeys.

Some of the opinion pieces that I've published are really out there, but they're out there based on facts and on what we think is in the interest of the public. I deal with politics and other elements of society and am equally offensive as I am polite, depending on the substance of what's being said. I do this without fear or favour, a concept of having the courage to fail, being willing to lose my job, and separating myself from the role.

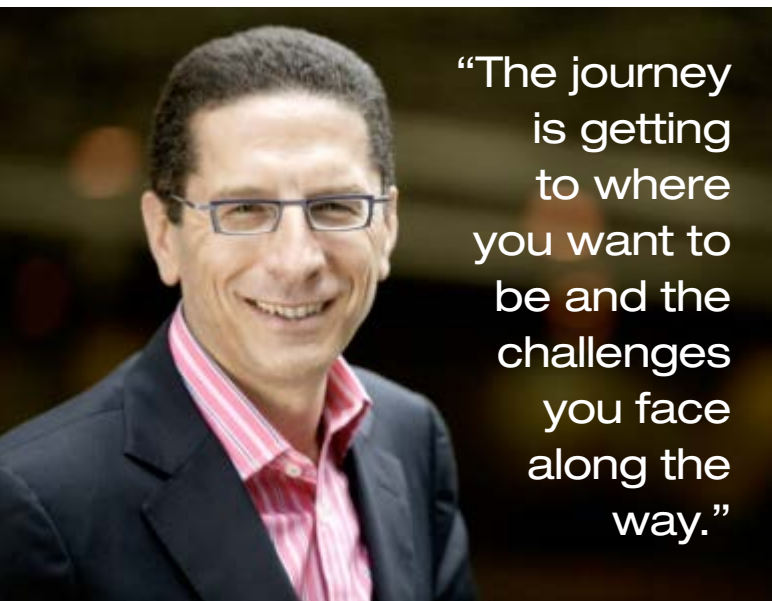
As a young guy, I made the mistake of seeing myself as the role I had. If you embody yourself into your role, if you see yourself as the role and you're all one, then you're compromised. As much as I love my job now - while I'd die for the cause - it's not who I am. That's something that you've got to keep working on as a person because you can get a little carried away when you're in a role, when things are going well. I was fortunate to have had the experience of making that error as a younger man - and having lost that job, I know what that felt like, and fundamentally I don't want that again.

**K: After reading your book The Naked CEO I felt that the insights were very valuable to business leaders of all ages, and are particularly relevant in Australia's boardroom. Can you talk a little about your views on Board Directors, and some of the challenges that they're facing, and maybe some comments about the relationship between the Chief Executive and Board.**

A: Being a board director, like executive management, is a business of questions, of being curious, and being confident in oneself. One of my most interesting experiences was that I chaired the Audit and Risk Committee of the Office Police Integrity, Victoria – a covert agency where everything was a secret (it often reminded me of an episode of Get Smart). Imagine sitting as an independent chair, and trying to smoke out information when everything is secret. It comes down to the

fact that as a board director, or as an executive management person, you've got to know how to ask a question. You've got to know how to build a relationship of trust and relaxation that allows people to tell you openly and honestly about what's happening in the business.

We've got to be really careful in business not to put people on boards that aren't life-skilled enough. In our society, too often people tend to seek a trophy life. Sometimes when someone wants to become a board director, there's not a lot of substance to their quest, other than that they want that trophy. That's really dangerous for both parties. You've got to have people who are comfortable in their own skin, who have lived a decent life, who have made a few mistakes. They're not there to prove anything to themselves; they're there to make a genuine contribution. Overall, it's my belief that we've moved from a society that goes into those roles in order to give back, to taking on roles to help build an image and profile. The world is becoming more individually focused and we need to call that out.



“The journey is getting to where you want to be and the challenges you face along the way.”

An open and honest relationship between the CEO and the Chairman is essential. Both have to know their roles: the chairman's responsibility is governance, risk, strategy, and the CEO's (or master servant as I call myself) is running the operation. In a great world, I go to a board meeting just to hear myself speak and to challenge the room to say 'what can we do from here - I'm interested in your thoughts on this...?' I feel comfortable enough to ask those questions, and the chair and the board can feel comfortable enough to ask their questions.

To me, governance is all about conversations. I don't subscribe to big thick textbooks on governance – that approach doesn't work. I don't subscribe to risk management strategies with 28 pages of charts. It's

about understanding what the key risks are, and about being able to talk about them honestly at all times. The test of that is that anyone in the organisation is comfortable enough to ask a question about anything. People should be comfortable about having open, honest conversations, because if they are, most issues will get smoked out.

**K:** The current lie of the land in the boardroom is a bit of an old-school network, you tend to see a lot of the same people appointed again and again - particularly with ASX 100. What do you think needs to happen to ensure more diversity in the boardroom – if in fact you think it needs to change?

**A:** The 'club mentality' is breaking down – maybe because we're running out of 'old men', and that's not a bad thing. I can see two distinct cases for diversity, and when I speak about diversity, I'm primarily speaking about culture and gender.

I'm a wog: was one before it became cool! I understand and am sensitive to diversity challenges and issues. While I was born in Australia, I got tagged as a wog very early on in my life, and on reflection realise I had to learn to navigate through all of that early in my career. I do believe that sometimes you have to work it out for yourself. Notwithstanding, people do face difficult circumstances; as a business community we need to be more thoughtful. I believe most businesses are, or a conscious of, getting better at it.

The journey is getting to where you want to be and the challenges you face along the way - that's where the richness lies. Generally, it's my belief that we are building a society that's looking to make journeys easier across the board. For me, as a young wog, I think I learnt more about how to survive, and about how to deal with people by working it out for myself, getting hurt, learning how to overcome obstacles and keep going. I learnt what to say, how to defend my position, and how to be proud of my culture. We've got to be really careful not to make journeys a free run, as you lose the benefits that come from learning how to struggle, how to navigate.

In general, business leaders need to be more thoughtful, and where we can, build diversity models - yes. But I'm always concerned about decisions that are based on 'we need to meet a particular quota, so we should appoint someone based on this or that...'. I just don't think that's the perfect model. There's no easy way as yet, so it's something business leaders need to keep looking to refine.

I am the parent of five girls and two boys, so if anyone has a reason to want balance, I do, but here's my claim - in the next 20 to 30 years, I believe men will be a minority group on a range of fronts. Our

population at CPA Australia is about 50:50, but our young graduates are closer to 70:30 female. So the osmosis and the organics look great. In 20 years, if I'm still around, we'll be talking about how do we support men! It won't be tomorrow, but you can see it happening.

**K: There's a chapter in the book that talks about the importance of team work and team performance – can you give us some insight on how that applies to the executive concept and how it is relevant for in the boardroom.**

**A:** I don't think you can have good teamwork unless all the individuals are secure in themselves. So, if you've got people within the team where some are comfortable within themselves and some aren't, you're going to have problems. I do believe in the individual and I do believe that's where you've got to begin your leadership – in building individuals, even above teams. I only believe in teams when the individual has been nurtured to a level where they're really secure. When you're secure as a person, then you're willing to share things, willing to work in a group and willing to defer to someone else because they know 'it's fine, we're working as a team'.

I'm into teams of champion individuals, and I'm also into getting a result. If in your business there are some dynamic individuals who are giving you the best outcomes, then give them the space to do it. Don't just have a team because you think you should. Have a team because it's going to add value. Sometimes teams don't add value and can slow down the process. I think teamwork in the right context is fantastic, but I also know, on occasions, that in my organisation, I will speak to an individual who I know will be able to get the outcome I'm looking for a lot quicker than putting six people on it.

**K: So when you're hiring a leader for your business what are the top traits that you're looking for?**

**A:** I already have their resume – they wouldn't be sitting across the desk from me if they weren't qualified or experienced enough to fulfil the role. So, most of all, I want to know what they do on Saturdays. I want to know what gives them a buzz, what they enjoy doing during their personal time, get to know them as a human being and see if they're willing to speak freely about who they are, their passions. I'm looking for someone who's had an interesting journey – I'm looking for someone who is going to be interesting to work with. I look for authenticity, honesty, experience and passion.

When I was appointed chief executive of CPA Australia, I took the executive management team away for a few days. I sat them in a room and, one by one, asked them why they thought they were interesting.

It was the one thing they never expected me to ask. And, you know, in some cases I just said, 'that's bloody boring - there must be more to your life than that'. Eventually, they started to understand the principle that I was driving at: if you're not interesting to me, how are you going to be interesting to stakeholders, or encourage people to be curious about our brand? How are you going to court people, or why are they going to court you? I look for that, someone who can hold my interest for half an hour, and I'm a hard marker.

It's funny, back when I taught, the best teachers I ever hired (and I hired a lot) were the ones who had never taught, but who undoubtedly wanted to teach. They were passionate. When someone said to me 'I've always wanted to teach', it rang a bell in me. In contrast, it always humours me when I see a job advertisement saying someone must have 20 years experience in a particular industry, like a bank. Where in my view, I can teach them industry experience, if they are passionate, driven and want to be there for the right reasons.

Some years ago, I was lucky enough to receive a national teaching award. I got to the top of the tree and still wanted to grow, but the tree wasn't big enough. I'd kind of reached the top. I never realised that by going into the corporate world I would grow further as a teacher – different setting, different environment, bigger audience. I'm big on audience.



One of the big things about CPA Australia that's different is the philosophy that life's about building an audience of interest, and CPA Australia has never had a larger audience of interest. And we don't focus on those that are going to look and smell and taste like us. The whole world is the audience of interest. For some, there will be people that witnessed my interview with Neil Armstrong who will never forget CPA Australia because of that moment when they watched that extraordinary man speak about his life for an hour. They will forever remember our brand. That interview in itself doesn't have a financial return, but has an enormous goodwill return.

I believe many businesses get too obsessed by short-term financial returns, rather than the lasting brand benefit stimulated by goodwill.

K: I was on your website the other night and saw all your videos providing tips and career advice – I thought they were fantastic. What would be your advice for someone thinking about starting a board career?

A: I have a chapter in my book called 'sucking it up'. It's one of the most personal and defining chapters for me. The only time I ever learnt anything was by exposing myself to a lot of experiences, and getting a few things wrong. The best thing you can do as a budding board director, or as a budding CEO, or as a budding leader is to expose yourself to a whole series of experiences. If you're stuck in a job, and it might be a good job, but if you feel like that's your world, then you've got to get out and do various things like voluntary work. It's necessary so you can grow and be exposed to other environments and people from alternative walks of life.

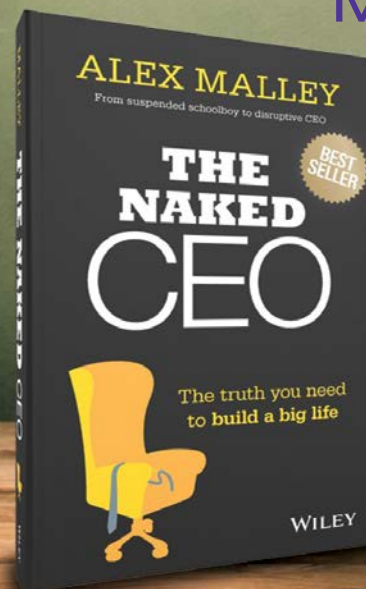


“Dream big,  
pursue your  
passion and  
be inspired.”

In the professional roles I was in previously, I was never going to grow exponentially. Where I grew exponentially was from everything other than the role I was in. Contributing to other environments and learning from different leaders was key. As a member of a voluntary organisation, I would be sitting with people who I would have never had met through my day-to-day role. They were CEOs and I was junior, but we were equals because we were involved in the same cause or activity together. I hadn't realised how much I subliminally picked up in those holistic exposures. Now I can walk into almost any circumstance and feel like I've been there before. The players have changed but I know where the meeting is going.

There have been many occasions where I've decided to sit back in a meeting until the 11th hour because I know what I'm going to say, and I know when I'm going to say it. I'm a LinkedIn Influencer, a group of international leaders that share their insights via this platform, and one of my most read piece is, 'are you a dud in meetings?' It's worth a read. It's teaching with a bit of humour, but through the lens of a CEO, and with the heart of a teacher. I write about how often I see people 'jump the gun' in meetings: they say everything they need to say upfront, only to find the meeting takes a different course and, as a consequence, they're thrust into a position of having to save face or compromise their original thoughts. So, in the instance of a board meeting, or meetings in general for that matter, timing is key: picking the right moment to enter the conversation. Practice and exposure to a variety of experiences will help you with that.

## SPECIAL OFFER for Director Institute Members



Purchase a copy  
of **The Naked  
CEO** and receive  
30% off through  
[bookworld.com.au](http://bookworld.com.au)

Enter voucher code at checkout: **BW-NAKEDCEO**

Terms and Conditions: Voucher code BW-NAKEDCEO is only valid on The Naked CEO (ISBN 9780730314592) and will entitle the user to 30% off RRP of 9780730314592. The voucher code expires midnight 31 August 2015. For full terms and conditions visit [www.bookworld.com.au/terms-and-conditions](http://www.bookworld.com.au/terms-and-conditions)

# What's New?

## MEMBER NOTICE BOARD



## The Royal Automobile Club Australia Corporate Membership

The Royal Automobile Club of Australia has evolved into one of Sydney's premier business and special interest Clubs, proudly occupying its heritage-listed headquarters in Macquarie Street, Sydney.

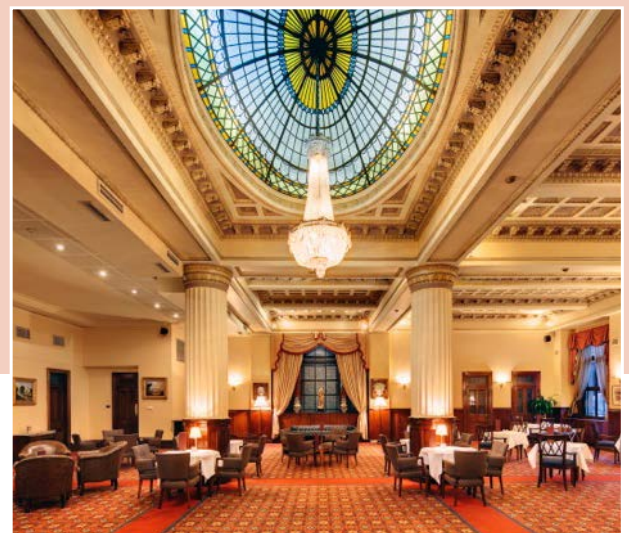
Today the Club offers a diverse membership, fine events programme, accommodation, dining, health club, garage with car parking, business centre facilities and events venue.

We are delighted to announce that Director Institute have become corporate members of RACA and we are able to extend to our members the opportunity to join the Club at exclusive corporate pricing. Please get in touch to receive an application form. Membership to one of Sydney's best private members clubs gives you the following advantages:

- Unlimited access to one of Australia's premier private clubs
- Strong networking opportunities with members encompassing industry pioneers, leaders and professionals
- A strict membership criteria policy ensuring compatible membership
- Valet parking
- Accommodation with 29 well-appointed rooms complete with Wi-Fi and Foxtel
- Exceptional Member's only rates on any of our seven Conference, meeting or functions rooms
- Modern Gymnasium with 24/7 access
- Extensive global network of 200 reciprocal Clubs
- Level 7 Harbour Dining Room with views of Sydney Harbour
- Members' lounge and bar
- Complimentary access to our business center
- Wi-Fi, printing and faxing services
- Free NRMA Roadside Assistance
- Associate Membership for spouse/partner

The Club's location is ideal to travel anywhere around Sydney. Located at 89 Macquarie Street, 2 minutes' walk away from Circular Quay station, public bus stops & Sydney ferry transport.

Please get in touch for further information at [info@directorinstitute.com.au](mailto:info@directorinstitute.com.au)





## What's New?

## MEMBER NOTICE BOARD

Starting your Board Career can be a challenge even for the most experienced executive. Join us at our next webinar event on Monday 10th August 3pm - 4pm EST to find out how to pro-actively build and manage your board career. Kylie Hammond who has helped thousands of senior executives, CEO's and Chairmen build exciting Board careers shares her top tips and critical information to help you get started.

This webinar event is suited to senior executives, CEOs and entrepreneurs who are interested in starting their board career, or who would like to expand their current board portfolio.

[REGISTER NOW](#)



## Refer a Friend or Colleague

Refer a friend or colleague to Director Institute, or to our Director mentoring programs and receive significant personal referral benefits.

Contact Kylie Hammond for further details: [info@directorinstitute.com.au](mailto:info@directorinstitute.com.au)



We are excited to launch DirectorGuard, a Directors & Officers Insurance product exclusively designed for Director Institute members.

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

Policy features and benefits include:

- Competitive Premium starting at only \$350 pa for up to \$250k in cover.
- Up to \$500,000 top up cover available
- 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 DirectorGuard insurance product, members also have access to a specialist insurance broking team, dedicated claims department, life and income protection specialists and risk management experts.

[APPLY NOW](#)

## 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.**

\* See over for more information about how to connect with us via Twitter and LinkedIn.

## What's New?

## MEMBER NOTICE BOARD

### Director Institute has gone Social.

#### Why follow us on social media?

If you are just coming to the Director Institute website every week or so, you might not notice new content, or new roles that have been recently added. Every day we post links on Twitter and our LinkedIn company page promoting new directorship opportunities, new articles, videos or exclusive products and services available to members.

[JOIN LINKEDIN](#)

LinkedIn provides members with a great environment to read up to date thought leadership and to add to the discussion.

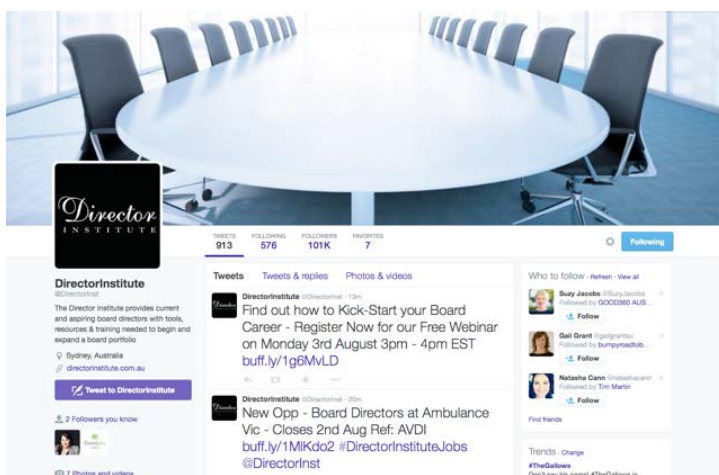
[JOIN TWITTER](#)

Twitter is a great tool to use to keep updated on what is going on at Director Institute.

To look at all recent posts relating to board opportunities, type in #DirectorInstituteJobs in the search bar of your Twitter page. All new opportunities carry this hash tag.

As a Director Institute member you simply click on the link within the post that begins with the letters buff.ly, which will take you to the opportunity directly on our Jobs Board.

Please note: you will need to ensure that you have logged into the Director Institute Jobs board to ensure you go straight through to the listed job opportunity.

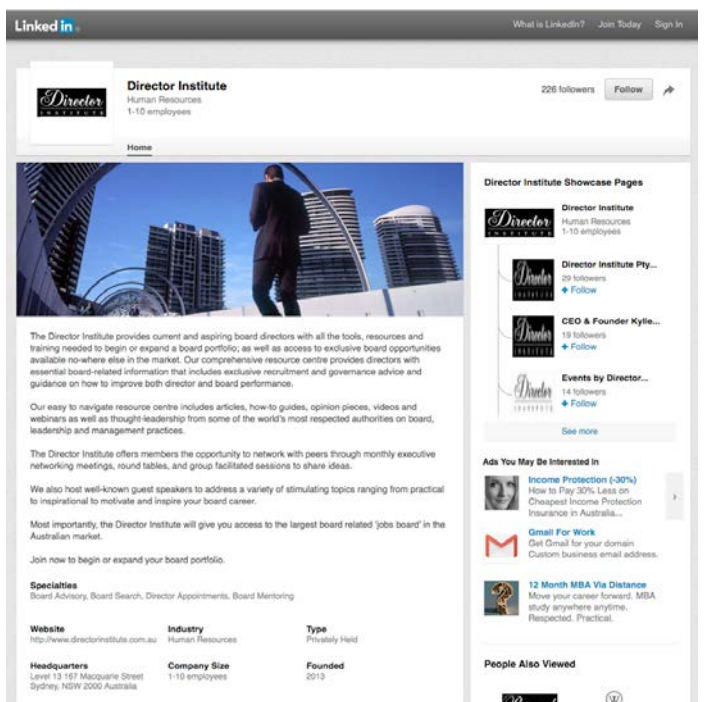


### New Director Institute App

Download our new Director Institute App to your iPhone or Android mobile device to instantly access key features such as:

- Director Institute Twitter feed
- Director Institute Facebook page
- Contact Information
- Upcoming Events & Webinars

[DOWNLOAD](#)



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
- Exclusive RACA Corporate Membership Opportunity
- Exclusive Access to DirectorGuard D&O Insurance

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



# Director Institute Member Events

## New Webinar Series Start Your Board Career

Starting your Board Career can be a challenge even for the most experienced executive. Join us at our next webinar event on Monday 10th August 3pm - 4pm EST to find out how to pro-actively build and manage your board career. Kylie Hammond who has helped thousands of senior executives, CEO's and Chairmen build exciting Board careers shares her top tips and critical information to help you get started.

This webinar event is suited to senior executives, CEOs and entrepreneurs who are interested in starting their board career, or who would like to expand their current board portfolio.

**REGISTER NOW**



## DIRECTOR INSTITUTE LUNCHEON SERIES

Join us at our first Director Institute Round-Table 2 Course Lunch.

When: Wednesday 19th August - 12.30pm for 12.45pm start

Where: Vintage Room - RACA 89 Macquarie Street, Sydney

Cost: \$99 for Director Institute Members

\$165 for Non-Members

Only 10 seats still available.

**BOOK NOW**

*"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](http://www.directorinstitute.com.au)

## Integrity - An Essential Boardroom Quality

By Ita Buttrose

- AO OBE and Chair of Director Institute Advisory Board

What makes a great director? It's a topic that makes for an interesting discussion and one that I've been having recently with several of my female business colleagues.

All of us are founding members of Chief Executive Women (CEW) which this year is celebrating its 30th anniversary, a significant achievement as far as we are concerned.

It's hard to believe that all those years ago 14 women established what is now the premier businesswomen's organisation in Australia with a membership of 329, representing our country's most senior female leaders from the corporate, public service, academic and not-for-profit sectors.

As founding president Barbara Cail says the idea behind CEW was to allow us to network and raise awareness of the then mainly unrecognised capacity of female management and leadership. Some of us had made it to the boardroom and were determined to encourage more women to head there too.

Back then I imagined that at this point of the 21st century Australian boards would have an equal number of male and female directors but as we all know Australia is a long way off achieving that result. Women are still woefully under-represented in our nation's boardrooms.

**"A great director has a point of view and is prepared to speak her or his mind."**

You have to wonder why? Why are Australia's boardrooms hampered by what I consider to be dinosaur thinking? So much research backs up the benefits of having women on boards.

Only this week I was reading Canadian research that suggests women have the capacity to make better directors than men and that their presence on corporate boards has been linked to higher organisational performance.



One study shows that boards with high female representation experience a 53 per cent higher return on equity, a 66 per cent higher return on invested capital and a 42 per cent higher return on sales. That sounds pretty good to me.

Another study demonstrates that by having just one female director on the board cuts the risk of bankruptcy by 20 per cent, and other studies have shown that when women directors are appointed, boards adopt new governance practices earlier such as director training, board evaluations, director succession planning structures; become more civilised and sensitive to other perspectives; reduce "game playing" and ask more questions rather than nodding through decisions.

As McMasters University researchers, Chris Bart and Gregory McQueen point out there is a strong business case for putting more women on boards.

"The correlation between the presence of female board members and corporate performance demonstrates that having women on the board is no longer just the right thing to do based on gender equality arguments but

also the smart thing to do,” says Bart. “More specifically, our research has found that women on boards are significantly better than men at making decisions because of their ‘Complex Moral Reasoning’ (CMR) abilities. CMR involves acknowledging and considering the rights of others in the pursuit of fairness by using a social cooperation and consensus building approach that is consistently applied in a non-arbitrary fashion. The dramatic importance of this is highlighted when one considers that the role of directors is solely to make decisions or, more precisely, to help the board make decisions.”

So generally speaking what qualities must a great director have?

Barbara Cail believes a director needs to be appropriately qualified, ethical and have at least two skill sets which interlock with the corporate mission. “She or he must be an innovative thinker and possess a complete focus on the bottom line while being able to see the big picture,” says Barbara.

“There are no shortcuts to becoming a great director.”

I agree with her. I also think a great director needs to have a strong connection – even a passion – for the organisation to whom they have made a commitment as director. They

need to be prepared and by that I mean, they need to have read all the board papers before meetings, a task that sometimes can be overwhelming and time-consuming.

There are no short cuts to becoming a great director.

You need to respect your fellow directors and be on time for meetings. There is nothing worse than the perpetually late director who arrives in a flurry, disturbs the meeting and then begins reading the board papers, asking questions that have already been dealt with.

A great director has a point of view and is prepared to speak her or his mind. Some directors wait until after the meeting to tell the chair what they really thought about an issue which is such a waste of time and cuts other directors out of the discussion.

A great director takes the job seriously, is involved in the organisation’s corporate strategy and succession planning; has the ability to listen and to communicate effectively.

Above all, a great director must be a person of integrity at all times and encourage a culture of integrity in the CEO, the organisation’s workplace and the boardroom.



# Good Manners

## YOUR SECRET WEAPON FOR BUSINESS SUCCESS.

This month we're pleased to support the new **Essential Etiquette App**, the first of a series of business etiquette apps inspired and developed by Ita Buttrose.

"A good knowledge of business etiquette is an essential asset as you aim for the boardroom and once there, observing boardroom protocol will be vital to your success as a director. For instance arriving on time, staying the full length of the meeting, being courteous, knowing how to listen without interrupting others, being prepared and always keeping in mind that you are a member of group trying to reach consensus on common goals."

- Ita Buttrose



### ABOUT THE APP

**THE BASICS:** Why knowing how to do the right thing at the right time can impress your boss and your work colleagues.

**AT THE OFFICE:** Why being courteous to your work colleagues can play a crucial role in your successful performance.

**ON THE JOB:** Why your irritating habits can exasperate your work colleagues and harm your career prospects.

**AT THE TABLE:** Why the way you hold your knife and fork can determine whether or not you will get a promotion.

**WHAT TO WEAR:** Why observing your company's dress code can pay off



Download Good Manners at  
[www.itabuttrose.com](http://www.itabuttrose.com)

DIRECTOR SPOTLIGHT

# Paul Hotz

We are delighted to announce that Paul Hotz has been invited and has accepted a position on the Director Institute Board of Directors. We are pleased to welcome him into our business and are excited about the contribution he will make in the future.

Paul is a well-respected business founder, entrepreneur, board director and business advisor with a 40+ year international career in fashion, retail, supply chain management and manufacturing.

Since officially 'retiring' from running his fashion empire, Paul now works as both an advisor, and non-executive director for several businesses that he is deeply passionate about.



#### Current Board Positions:

- Non-Executive Director - Style HQ - 2009 - Present
- Non-Executive Director - Director Institute - 2015

#### Previous Board Positions:

- Board Member - TAJURA Fashions - Secondary Board to Specialty Fashion Group from 2007 - 2009
- Executive Director, Advisor to Founder and Board of Directors - Marcs - 1999 - 2008
- Non-Executive Director - Diesel International - 1998 - 2007
- Board Member - Jewish House - 20+ years

**Paul over the last 30 years or so, you have built from scratch, and sold a fashion empire turning over \$100 million per annum. Can you shed some light on how you got started?**

I arrived in Australia 32 years ago from South Africa, on my own, and with only \$700 in cash. My financial situation was quite dire and I had to find a way to earn an income or I was literally going to starve.

Back in South Africa, I had been quite a proficient martial arts instructor, so very soon after I arrived in Australia I decided to start my own Karate school, and over a short period of time built up 10 Karate schools across the state. My passion however was always the fashion industry. I came from a fashion background and I always wanted to get back into it but was restricted to some extent due to my financial situation, and limited fashion connections here in Australia.

As time went by I focused on taking advantage of opportunities as they

came my way. I watched the fashion market very carefully and gave careful consideration to which area of the market I would get into if given the opportunity. In the early 1980's I saw a gap right at the bottom end of the Australian garment industry. At the time the primary potential clients in this area included Coles and Woolworths (before the likes of Kmart, Target and Big W) – and I focused my attention on how things operated with these retailers.

In those days Coles and Woolworths used to stage a 'buying day' where anyone off the street could go in and show their wares as a potential supplier. In those days 70 per cent of the fashion on the floor was made up of ladies garments, which was from a style perspective extremely limited. The sector was run by old, male, general managers who knew little about women's fashion. There certainly wasn't any variety offered like there is today. I saw a prime opportunity to offer flexibility and fresh styles that they hadn't been exposed to.

I took that opportunity and showed Coles and Woolworths what was possible – and very quickly they brought me on board as a major supplier. After that first meeting I walked away having absolutely no idea how I was going to fund myself. I managed to structure the timing of that first order carefully – orders first, then I approached the fabric suppliers who gave me line of credit of 90 days, then the sewers who agreed to 30 days, then finally I negotiated with Coles and Woolworths to pay within seven days. So from day one I was able to structure an immediate cash flow opportunity.

While the products that we produced for these suppliers was still very basic, it was a completely new and exciting retail offering for the consumer. We could offer flexibility and very quick turnaround times – something the



industry hadn't seen before. I finished my first year turning over \$8 million dollars without any external financial support, and in my second year we turned over \$20 million. During that time Coles became Target and Kmart and Woolworths became Big W, and as these companies changed their retailing footprint, I was able to expand my own business.

**What changes did you need to make as your business grew?**

Certainly as we became a much larger organisation, there was a need to become more professional. Over time the business grew to a stage where it was the largest manufacturer and distributor of clothing in Australia. One thing that we never detoured from was the strategy of never requiring external finance.

*"That's what I want to bring to the business' I work with. To instil a level of grit, determination and endurance to weather any storm that might come their way."*

After only a few years the business was turning over in excess of \$100 million per year, and while I knew that it was an incredibly successful and valuable asset, I also needed to make a decision about what was next. There

were definite changes coming in the retail environment with Target, Kmart and Big W building their brands, and bringing internal buyers into their teams. While I had a very successful business, what we didn't own was a brand. Our business model was based on the design and manufacture of low-end product, which made it more difficult to sell.

At that time I travelled the world to find a buyer. After quite an extensive international search, I received a call from the Specialty Fashion group and they put in an offer to sell them the business as long as I stayed on for a period of time. The Specialty Fashion group was one of my major customers at the time (owning Millers amongst other brands) and we

were turning over close to \$25 million per year with them— so it made sense for them to come in and buy us out.

**How did you come to work with the Marcs brand?**

In that period of time Marc Keighery (founder of Marcs) was a very close friend of mine and he had asked me to come in and help him with some problems they were having in the business. I joined the board and was able to assist them to make some major changes to the company. Unfortunately Marc became very ill during this period, and after many close meetings with his family we decided it would be best to sell the business (as Marc was the business). I went through the process to find a buyer and fortunately was able to negotiate a very good outcome for Marc and his family at a time when he needed it. That was done out of friendship – rather than as part of a business agreement.

**What are the key challenges that you've experienced?**

During the financial crisis I had to endure, and guide my business through very difficult times. At one point in time we were holding millions of dollars worth of stock for retailers who simply couldn't take it. That was a very stressful time and cash-flow management was like walking a tightrope. I couldn't force the stock through the supply chain, as it would have affected my future business. I had very difficult moments at that time, but we got through them... and came out the other side better for it.

That's what I want to bring to the businesses I work with. To instil a level of grit, determination and endurance to weather any storm that might come their way.

*"As an advisor, first and foremost I focus on the good aspects of the business, and then focus on and rectify the problems that exist"*

**What do you think are the key skills that you bring to organisations that you work with now as an advisor or Board member?**

While I've worked predominantly in Fashion – I've worked right across the sector. Across men's, women's and kids wear, high end branded fashion, right down to the very bottom level of clothing manufacturing. I understand the components of what makes a business work – and have a thorough understanding of how to build a product that specifically addresses the needs of the target market.

As an advisor, first and foremost I focus on the good aspects of the business, and then focus on and rectify the problems that exist. I have very good negotiating skills and great connections with the banks, which will be of value to Director Institute as they look to further grow. While I



“I think it’s incredibly important to really understand the financials of any organisation that you’re going to get involved with.”



am no longer running my own organisation I am now free to work as a key player in other businesses. I greatly enjoy working with people, and bring a lot of passion and excitement to the businesses that I work with.

**What in your view makes a good board director?**

For me the most important thing when you’re coming into the business for the first time is that you have to be patient and have a huge willingness to understand how the business works – what works well, what doesn’t. It’s important to stay focused on the skills that you bring to the table. Each director will have a different skill set, and background of expertise – and that’s what makes boards interesting.

**How do you evaluate the board opportunities that get offered to you?**

It’s very important that you do very thorough due diligence before taking on a board role. A private equity board recently asked me to join their board and offered me a significant amount of money to come in as a NED and advisor. After looking at the organisation I didn’t feel confident that the management structure was appropriate for the organisation – and felt it would hold them back. I really felt that it wasn’t worth putting my reputation at stake.

I think it’s incredibly important to really understand the financials of any organisation that you’re going to get involved with. The company needs to be able to substantiate the messaging they give you. I’ve been asked over the years to sit on boards where I honestly didn’t feel the company would survive. So – in those cases, I say thank you, but no thanks. Knowing when to say no is vital.

When I accept a role with an organisation, I will work for the board 24 hours a day, 7 days a week if I feel I can help them to be successful. I’m not interested in limiting my involvement to strict monthly touch points – for me, it’s about being involved, being pro-active, and providing advice. I’m on board to help at any point in time. I’m a passionate individual and I don’t know how to do things in half measures.

**What interested you about Director Institute?**

I’m absolutely intrigued by Kylie – she fascinates me so much. She is dynamic, passionate, and has incredible energy. I’m really excited to be working with Kylie. She is going to be doing some amazing things in the future.

“I’m not interested in limiting my involvement to strict monthly touch points - for me, it’s about being involved, being proactive, and providing advice.”

DIRECTOR SPOTLIGHT

# Jim Watson

Jim is a highly accomplished senior executive with Chairman, CEO, President, and Group General Manager experience from start-ups and business turnarounds, through to businesses generating in excess of \$100million in revenues. As a specialist technology expert, Jim works with various boards in both a NED and Advisory capacity to assist them to manage the sales and distribution strategies, and critical technology related issues affecting their businesses.

Current Advisory Roles:

- Corporate Advisor to Bigtincan
- Sales Director at Arbor Networks
- Business Development Advisor to PRGX



**What in your experience are the key issues that organisations are dealing with right now?**

In the last 5 years I have been assisting various companies to expand their business here in Australia and Asia – but primarily in the technology space and financial services space. Whether it's a US tech company or an existing company here in Australia, I'm finding that a lot of companies are currently struggling to expand both their distribution and their sales. It's definitely a common theme in the market right now.

**You've had an incredible executive career spanning several continents, what are the key attributes that you believe you bring to the companies you work with?**

I've been chairman of three different companies, managing director of four companies and have been a non-executive chairman of a major law firm. One of the key attributes that I believe directors need to bring to boards, and a key attribute that I feel I bring is that your participation must help the company to strategically and tactically drive revenue and distribution. Having worked at 4 category killer organizations such as Xerox, Gartner, GOOD Technology and most recently Arbor Networks, I have seen first hand how successful companies manage to top line growth ultimately resulting in excellent bottom line results.

Generally speaking every board meeting begins with a read through and sign-off on the minutes, the CFO normally walks us through the

financial state of the business, we talk about any personnel issues or tech opportunities (if we're a tech company), and then the forecast is distributed from last quarter. Invariably we all ask about the forecast and the same question always comes up – 'why did we miss our forecast again?' A lot of boards are focussed on the governance process, the compensatory level, the audit level - and that's fine, but in companies that I assist they're growing the business - the top and bottom line – that's mission critical. If that's not a desire of the company - or an issue, then I typically won't be helping that company. The companies that I like to work with are looking for seasoned board members to help guide the company through sometimes very turbulent revenue and distribution issues.

**How has your executive experience helped you as a board director?**

As a dual citizen of both the US and Australia and having worked in both continents at a very high level in IT organisations – I believe it provides me with a global view. In order to be successful today, companies must be able to execute globally. Asia houses half of the world's population and one-third of the world's revenue. While everyone wants to exploit that opportunity not many people have the know-how. Some of the questions that I'm often asked include 'should we set up our Asian headquarters in Sydney or Singapore?' and the answers can be very different depending on what an organisations distribution strategy looks like. Both Australia and New Zealand are very homogenous, whereas each individual Asian market has a very different go to market strategy.

What do you think are the key challenges or considerations for organisations looking to globally grow into Asia?

**1. If you're in the technology sector – piracy and cyber security are key issues on the Asian front.**

Just a few weeks ago the US suffered its biggest cyber security attack and over four million government workers personal details were compromised. There are suggestions that the security breach came from China. Security is a major concern and if you're setting up your organisation in China you have to have a security strategy in place. China as an example, are very rigorous about what you can and can't do once you're inside the country.

**2. Understand your mobility strategy**

Gone are the days when people were lugging big laptops around – they now arrive with their ipads or their android phones which are filled with critical data. Ensuring the security of those devices is important.

**3. Personnel issues**

Key questions you need to ask include: How are you going to find the right people; What kind of distribution and value added networks are you going to establish; How are you going to compensate your sales force; and most importantly - how are you going to find the right leaders in those regions to lead your efforts. Are you going to ex-pat people, or hire internally, how do you vet those people.

**4. What kind of culture are you trying to build**

Different countries in different Asian regions have different cultures. A western-based culture might not be appropriate in Taiwan or Japan.

When you wrap all of that up you've got increasing turnover and failed attempts to build your business in these regions. The average tenure of a software sales person is now approaching two years and that's a big productivity hit when you're worrying about people coming and committing to your organisation. Buyers have also gotten much savvier with the advent of social media. Increasingly you need clarity around your social media, inside sales and tele-sales strategy and appointment setting. Times have changed, and I find that many of our sales leaders have never had the benefit of going through rigorous formal training. I feel fortunate that my history includes 5 years in the earliest part of my career where I learnt all the basics from a variety of leadership positions.

I see security in the boardroom as another clear issue for boards today. It's imperative that even in the board room non-executive directors be aware of the security aspects of the information that they're utilising. Someone just hacked the US government - so if you're a mining company doing business in Asia, you can be sure that you're at risk. Security and mobility are problems that all organisations face.

Jim, you've previously worked within the recruitment space - can you provide some insight into how the recruitment process for top executive and non-executive directors has changed over the last few years?

Having been in the search business and having watched what's going on in the recruitment space, it's apparent that there is disintermediation going on. What I mean by that is that the traditional intermediary process and value that search agencies and recruiters previously delivered to employers have dramatically changed with the introduction and widespread usage of social media such as LinkedIn, Twitter and even Facebook. In my experience, both candidates and clients have grown impatient with the old manual way of recruiting which involved formal searches in exchange for very large fees. A close associate of mine works with a very large senior executive recruitment organisation in the US, and he recently shared with me that one of their top clients (a very large Fortune 3 company) decided to use LinkedIn internally for the recruitment of a CFO level director rather than use the traditional recruitment partner. That sends a very loud message to the recruitment industry.

What's exciting about this shift is that individuals now have a better opportunity to manage their own brand, and position themselves for the opportunities that they are after. The intermediary landscape is still very much needed – but now candidates are looking for assistance to ensure that they are positioning themselves in the best possible way, and they need trusted advisors who can connect them with the right organisations, at the right time.

You've been working with Kylie since 2009. What are the benefits of working with an organisation like Board Portfolio?

Whenever I'm asked about the benefits of working with Kylie I always come back to the question of ROI. I ask myself do I want to be spending a lot of time writing my resume, updating my LinkedIn, re-creating a network, trying to find opportunities on my own - or for the investment that Kylie requests, I would rather be focused on what I'm best at - which is to assist organisations.

I find that Kylie provides a tremendous link into what is really happening in the board community. Kylie with her network is able to tailor her services and her unique capabilities to assist each individual client – to match their skill sets with what corporate Australia wants. She's not going to send me in to meet with somebody unless there is at least some mutual interest on both sides. So, in terms of the ROI – it's well worth the investment, and it's tax deductible.

Understanding the risks associated with building a Board Portfolio are critical, and part of any directors professional risk management strategy should include adequate D&O insurance cover. Insurance House are widely respected private insurance brokers specialising in professional risk; and together with Director Institute have developed a new insurance product exclusively for our members – DirectorGuard.



*DirectorGuard*  
Personal protection for you

Daniel Johnson from Insurance House talks to us about the importance of having adequate insurance coverage.



#### Why is Directors and Officers insurance so important?

D&O Insurance is essentially professional indemnity for directors and officers of an organisation. It's designed to cover the board and its officers in the event that there's an allegation of a wrongful act. Most importantly it covers the legal defence of the allegation – which is where the majority of claims go. If there is a judgement against you on the back of the legal proceedings then that can be covered as well.

The modern version of D&O insurance for private companies, trusts and non-listed private companies is Management Liability. This is an extremely broad cover that provides more than the traditional D&O insurance and is the most popular choice for organisations who want to protect their Directors and Officers.

Management liability claims affect all companies, large and small, public and private. Many people relate management liability style claims with the front page headlines related to companies such as Enron, Adelphia, Tyco, MCI Worldcom, Healthsouth. While these public company management liability claims attract the greatest attention, there are thousands of private company claims made every year which correlate to millions of dollars in settlements and jury awards. Yet often, private company directors and officers feel that due to their non-listed status the likelihood of a claim is negligible. The fact is that the directors and officers of private companies are vulnerable to these claims. Because they are often involved in day-to-day operations and are the decision makers in most circumstances, private company directors and officers are more likely to be named in lawsuits initiated by employees and others. Moreover, in closely-held private companies, the owner's personal net worth may be tied to the

financial health of the company making costly D&O liability claims even more devastating.

Every business should have Management Liability Insurance – no matter how big or small. The cover offered is extremely broad covering a wide range of professional risks including any allegations made against the board and it's employees - including protection against employment practices liability such as sexual harassment, and unfair dismissal. If the company is audited it covers the cost of the audit including audits for company tax, workers compensation or issues related to super. Fraud is another common issue that many organisations have to deal with. Insurance will also cover investigations and attendance at enquiries. It also includes statutory penalties or fines that are often associated with occupational health and safety. Many of the regulatory bodies can be quite vociferous in the way that they pursue certain businesses resulting in significant fines.



When claims are made about business events that affect shareholders, creditors or even a regulatory authority you need to have appropriate protection in place.

Some examples of what management liability insurance would cover include:

- 1. Sexual Harassment** - One of the Directors might be accused of improperly dealing with a staff member – which may or not be true. Management Liability insurance would enable the organisation or director to defend against such an allegation.
- 2. Shareholder Restitution** - Minority shareholders may allege that the board has acted in the interests of the majority shareholders to the detriment of the minority shareholders – and could claim recovery of losses.
- 3. Director Mismanagement** - this is major issue for companies and their directors as board members are expected to have a certain amount of financial and accounting expertise ensuring they understand financial statements. There is also an expectation these days that they make their own enquiries to understand the business sufficiently. It is no defence for a Director to say that they didn't understand the financial status of the organisation.

When claims are made about business events that affect shareholders, creditors or even a regulatory authority you need to have appropriate protection in place.

#### [Why is company provided D&O Insurance or Management Liability insurance not enough?](#)

As a director there are professional risks that you take on as a part of your board role. Ensuring you have appropriate insurances (such as company provided Management Liability or D&O insurance) in place can mitigate some of those risks. However if the right cover hasn't been put in place by

the organisation or it doesn't accurately reflect the needs of the business - you can create gaps, and the underwriter may not respond to the claim. For example, most underwriters won't provide a Management Liability cover for financial institutions – it's not the right cover. So in the event of a claim you may not be covered.

Alternatively there may be a situation where you have the right cover in place but have insufficient policy limit to cover the claim itself. There are exclusionary examples as well for example in case of insolvency – if the financials aren't provided to the broker or the insurer then the insolvency exclusions can be typically applied which would also leave you vulnerable.

Finally, Management Liability and D&O Insurance provide protection for Directors and Officers for as long as the organisation buys the cover (claims made coverage). When you leave a board position your influence over the decisions of that organisation become limited and you won't always know if they've continued to purchase this essential insurance. If the insurance isn't continued, you are no longer covered for any previous period – even though claims could potentially be made against you in the years following your service.

#### [Why DirectorGuard?](#)

DirectorGuard has been designed as a 'sleepy' insurance cover to ensure that individual directors have protection beyond the insurance cover that is provided via the organisation they are working with.

We also offer half an hour of free independent legal advice from one of our legal panel members at any time throughout the year. When you're dealing with company solicitors, their direction is generally going to reflect the interest of the company – rather than yours.

### What does it cost to get a basic DirectorGuard policy in place?

DirectorGuard provides a base level \$250k limit and cover starts at \$335 per year. This level of insurance provides coverage for a Director with one or two directorships in place (at the beginning of the coverage period), and automatically covers all board positions taken-up throughout the year. Your only obligation is to disclose the new roles to us at the time the insurance renews the following year.

If you decide to cease your board activities we can also trigger what is known as a 'run-off' to ensure that you remain covered against any claims made against you after you've finished up your board work.

The only people we can't insure are individuals working for listed companies and businesses that are in the tobacco and asbestos industry.

### Tell us about Insurance House.

Insurance House is a privately owned national business, supported by over 150 staff around Australia. We are a broad based general broker specialising in professional risk and complicated classes such as financial organisations.



As a broker we are independent of other insurance companies, and are engaged by the client (compared with an insurance agent who works on behalf of the insurance company). We are a medium sized insurance brokerage company in the Australian market, and a top 5 privately owned insurance business servicing over 33,000 clients in Australia and South East Asia. Big enough to have the resources to support our clients, but small enough to ensure we can get down to brass tacks with each individual.

### Daniel - Why did you partner with Director Institute?

Director Institute is very keen to help educate directors and potential directors about the risks and liabilities related to building a board career. That underlying attitude is really attractive to us. We have developed this insurance cover together to ensure that it provides surety and professional risk protection to Director Institute members.

The DirectorGuard application form and contact information is available via the Director Institute website and all applications will be processed within 48 hours.

[MORE INFORMATION](#)





**DirectorGuard**  
Personal protection for you

*Director*  
INSTITUTE

# AVOID GETTING CAUGHT OFF GUARD

A New & Exclusive Personal Directors Policy is now available to members of the Director Institute

Underwritten by Lloyd's of London and managed in Australia, DirectorGuard is a bespoke Personal Directors Insurance Policy singularly aimed at ensuring the best personal protection for you and your personal assets. Designed as a supplementary cover to a Directors & Officers policy or Management Liability policy, DirectorGuard is activated when your company or its policies refuse or are unable to indemnify you.



## Why Choose DirectorGuard?

- Exclusively designed for members of Director Institute
- Removes the issue of allocation amongst directors of boards
- Peace of mind in knowing you have consistent cover across all of your directorships
- Protection for your professional and financial wellbeing



## Policy Features & Benefits

- Competitive Premiums and No Policy Excess
- Up to \$500,000 Top Up Cover
- Automatic Cover for all non Listed Directorships
- Access to a panel of Legal Experts and free 30 minute legal consultation
- Automatic run off cover available

Contact us toll free on 1300 305 834 or by email at [directorguard@ihgroup.com.au](mailto:directorguard@ihgroup.com.au)



FEATURE ARTICLE



ARCHANGEL WEALTH  
creating + protecting your wealth

Theo Kotselas from Archangel Wealth has been providing Kylie Hammond's group of companies with financial advice for over 10 years. Many of our members regularly ask us about the financial questions that they should be considering when starting their board career.

This month we asked Theo to share his thoughts.



**What are some of the financial issues that board directors should consider when starting a board career?**

Today all directors, executive and non-executive, are expected to be continually informed, to participate in the company's affairs, acquire the appropriate information to make decisions and be aware of any major dilemmas facing the organisation.

Directors are expected to know what's going on, and will be liable for ignorance if there is a breach in fiduciary duties or negligence.

When accepting a board role it's very important that you are provided with a very clear and legally advised letter of engagement that outlines the specifics of the duties and obligations of the role, how fees will be paid - and expenses provided for, and details of the company insurance that will be provided. I would also recommend that directors ensure they have 'double insurance' by taking out personal D&O Insurance\*.

As a non-executive director you are not expected to have the same level of detailed operational knowledge about the organisation as executive directors. However, the core duties for both executive and non-executive directors are the same in that you are required to take reasonable steps to place yourself in a position to guide and monitor the management of

the company. Importantly you must maintain familiarity with the financial position of the corporation.

Being able to competently review the financial accounts of the organisation as they are presented to you is vital. If you are shown to be willingly participating in a company when you know that it's insolvent you are breaching your fiduciary obligations as a non-executive director. If it becomes clear to you that the organisation is in financial trouble - or looks to be trading whilst insolvent, you should take immediate action to bring this to the attention of the organisation, and step-down from your duties.

It is no defence to be what is termed a 'sleeping director'. If you accept the position of Non-Executive Director, or Director and are negligent in carrying out your duties, then you risk having a claim made against you.

My advice to all non-executive directors:

- Ensure you are competent and comfortable reading and reviewing financial papers;
- Ensure you have a legally drafted letter of engagement in place with any organisation that you work with;
- Ensure you have 'double insurance' - one provided by the company you are working for - and your own personal D&O insurance.

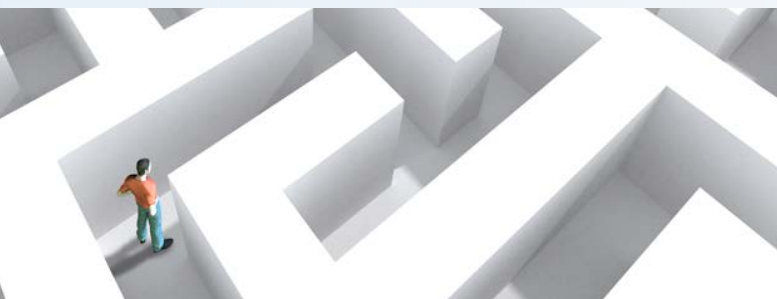
**Business Advisor vs Non-Executive Director?**

In my view, there are great similarities between the provision of business advisory services (quasi director) and non-executive director services. The benefit of the former is that you aren't bound by the fiduciary responsibilities of a non-executive director. As far as is specified in a letter of engagement, all you are providing is business advice.

Many organisations simply can't afford to pay for a full-time Financial Controller, Finance Director, or a NED but by bringing on a business advisor or an advisory board they can access the skills and capabilities, as they need them.

## Fee Structures – Fixed vs Equity

Many advisors prefer to charge by the hour, however in my experience organisations want to see some type of value-add proposition. The way that I generally structure my advisory service agreements is on a monthly basis. Each month I review the financial accounts, provide guidance, analyse the key performance indicators, attend the board meeting with a proper agenda and assist the company to map out its business and financial strategy.



My personal preference is to charge a reduced monthly fee – with the enticement of an equity arrangement based on the achievement of performance measurements or targets. The benefit of this for the advisor is that they may take a slightly smaller monthly fee in return for their advice, but they are motivated in the same way as the owners of the company – to meet agreed key performance measurements.

The risk with equity only arrangements is that they rely solely on the delivery of specific performance outcomes, and can become messy. I've seen many disagreements take place around the obligation to pay the equity at the end of the agreed period. Personally, I won't agree to equity only terms.

Equity based fee structures tend to suit two organisation types extremely well:

- Start-up or early stage companies who have great ideas – but who need the expertise of high caliber financial or business advisors to assist in development and growth of the business;
- Companies who have plateaued and need assistance or advice to create new opportunities for growth.

Whatever fee structure you agree to, ensure that you have a clear letter of engagement that stipulates exactly what you are going to do (business advisor or NED), and how the fees / equity will be paid.

## Consider setting up a Company

The tax law says that if more than 80% of your income is derived from the one source – then you are deemed to be an employee. If your role as a Non-Executive Director is your only source of income you need to

be extremely careful as you are then deemed to be an employee of the company, and will need to be listed on their books and records.

If you have other roles, or a number of income streams – whether that includes a full time or part time executive role, as well as other Non-Executive Directorships you should consider trading as a company structure. If your 'company' turns over less than \$2 million from July 1 (assuming the budget is passed) you can take advantage of the company tax rate threshold, which will be dropping from 30% to 28.5% in the dollar.

## Restructure your Superannuation

If you are in a position to set-up a company structure, there are several benefits of then setting up a self-managed fund. Some of these benefits include:

- Creating and controlling the assets that sit in that fund
- The ability to transfer other funds that you have in external superannuation funds into the one superannuation fund structure
- Maximising your contributions (up to \$35,000 at a reduced tax rate). You can of course contribute up to \$35k into a standard managed fund as well.
- Protection. Your super fund is a totally protected structure that creditors can't touch.

As a company you can take advantage of being able to tailor the way that you pay yourself an income, maximize your super contributions, minimize the tax you pay and use the structure of the superannuation fund to set yourself up for the future.

## Bring in Experts

Companies need to take advantage of the growth opportunities that exist in the Australian economy over the next 3 – 5 years. Now more than ever they should consider the benefits of working with an expert advisor to guide and provide a financial focus for the organisation, enabling them to focus on what they do best – running the company.

### About Theo Kotsellas:

Theo Kotselas is the CEO and founder of ArchAngel Wealth a financial services organisation aimed at creating and protecting your wealth. Theo has over 30 years of experience in accountancy, economics and law and has assisted hundreds of SMEs, to build their profits and achieve their financial objectives. Theo is adept at developing appropriate corporate structures to minimise tax, build wealth and protect assets.

For more information about Archangel Services please contact:  
(02) 9929 0822

## CEO SPOTLIGHT



This month we spoke with Abigail Cheadle – CEO of 1300Plumber, 1300Builder & 1300Electrician and REIMtv about the upcoming launch of their new property services platform – CompletePlace.



### Tell us about 1300Plumber, 1300Builder & 1300Electrician and the new businesses that you've recently acquired.

1300 Plumber, Builder and Electrician are platforms dedicated to connecting licensed, insured and police checked tradespeople with property owners and managers around Australia 24/7. As part of our growth strategy we recently purchased the assets of Real Estate in Motion, which includes a property site REIMtv. This business has been running for approximately 10 years and currently has almost 400,000 property listings. We will be re-launching the site in July and our intention is to become the primary website and app that services the complete needs of property owners and managers.

While 1300Plumber, Builder and Electrician are incredibly valuable names; they don't work for us globally, and don't reflect the breadth of services that we offer property managers and owners. To better position our service offering we have made another key acquisition of a site called 'CompletePlace', which will become the central brand name for us moving forward. This site will be launching a month after the re-launch of REIMtv.

### What is your vision for this new business?

By combining the two platforms (the Tradie services platform and the property listing platform) we aim to be able to offer residential buyers and sellers, property investors, and property managers every service necessary to buy, sell and maintain properties. While we have existing strength in the tradie sector, we have begun to build key partnerships with other vital service providers including conveyancers, mortgage brokers, insurers, valuers, agents and utility partners who provide connections to phone lines, gas, water, pay tv etc.

### How big is the opportunity?

Research suggests that there are 8 million residential properties in Australia and that each requires at least 3 jobs per annum. So 25,000,000 jobs per annum in the residential market alone.

If we look at the real estate portal market, the market cap of our major competitor exceeds \$5,000,000,000.

### How will the site be monetised?

The tradie business is based on a subscription model. Tradespeople purchase the rights to receive leads for specific postcodes, as long as they are skilled to do the job, and are available. Unlike our competitors, we don't shop the quotes around within our network. If the tradesperson that has the rights to that postcode is unable to do the job then we pass the lead to the next skilled and available tradesperson to do that job.

Our arrangement with real estate agents is also fee based. That fee enables an agent to list all of their properties on the site. Alternatively, they have the option to list all of their properties for free as long as they utilise our maintenance network platform for all of their property maintenance requirements.

For other services such as conveyancing services, solar energy efficiency services, connection services and mortgages we use a referral fee arrangement with our strategic partners, which keeps the costs low for the customers.

## How do you ensure quality of service?

The end-user is asked to review the tradesperson. Just like Uber, if users aren't satisfied with the service or quality they received over time, then we stop using that tradesperson.

## How did this business begin and how did you come to be involved.

1300 Plumber, Builder and Electrician was founded by Mark Smith following the sale of his previous company 'On the Move' which was sold 4 years ago to NuEnergy for over \$15million. 14 months ago he hired me as CEO to build the business.

While I am a chartered accountant by training, I started my working life taking advice from the founder of 'Wotif.com' - Andrew Brice. He was a wonderful example of a great leader, and someone with entrepreneurial spirit and attitude.

Over the years I've started and led several successful professional services businesses overseas that are all still running to date as well as restructured other organisations. My biggest feat was restructuring BFI - a listed Indonesian finance company from a market cap of under \$ 10 million to over \$400 million in less than 5 years.

## Who else works in the business?

Most recently we acquired the assets of REIMtv and we've bought across their founder and full time developer Pav as well as Chris Hanson who runs the key relationships and projects. We are also supported by a team of finance, sales, SEO and marketing professionals.

Our board includes Paul Dunn - the former CEO of the Rabbits, Mark and myself. We have recently invited, but have not finalised, the appointment of the former CEO of 'On the House' to our board.

## What skills are you looking to bring into the organisation?

We are currently part owned by Clarendon Lawyers and the marketing company '360 Degree Marketing' - so we've got legal and marketing skills covered. What we are really after are high calibre directors who can open doors for us - people who can introduce us to the appliance company that we want to do a deal with, or the insurance company, or the development company, or the real estate brand that we want to bring in as a partner. We've basically got most of the functional disciplines covered but what we need now are well-networked people who can leverage valuable relationships for us.

## What have been the biggest challenges of running this business?

It's always a struggle in the early stages of any businesses. Its all hands on deck and there are never enough hands.

This is a dual-purpose business, which does make it even trickier. On the tradie side you've got to build the pipeline of jobs, and ensure you've got the tradespeople in place to complete the job to the standard required. So getting that tension right is vital. Similarly on the property site. We needed to build the property data to entice the consumer to search it. We already have almost 400,000 properties and growing.

## What advice would you offer other Entrepreneurs or early stage organisations?

1. Everything takes twice as much money and time as you think it's going to. So be prepared to increase your budget and hours.
2. Every time you get knocked down you have to get back up. There is always a solution to every problem you've got - you just can't give-up. Some days I think 'how am I going to sort this out?' - but you've just got to keep positive and work through it.
3. Don't sweat the small stuff - always work on the objective. Every morning I come to my desk and ask - 'What's the goal right now? What can I do? What can I achieve today?' You're always under-resourced so if you spend time doing things that aren't going to give you the right results it's precious time wasted. You have to focus on the top priorities for the business and make every day count. If it's not vitally important to the business - leave it till it is.

## What are the benefits of working with Board Portfolio?

One of the reasons that we decided to work with Board Portfolio was their ability to connect with great Directors and Advisors. We need to look beyond our network to find the best people to work in our business, and Kylie and Board Portfolio can do that for us. Right now we're looking for 2 - 3 new board members who can help us take the business forward.

We are seeking expressions of interest from interested Board Directors. Please contact Kylie Hammond for a confidential discussion, or send in your expression of interest via the Director Institute job board platform. Ref: 1300DI



CEO SPOTLIGHT

We recently spoke with Peter Browne, CEO of the health & wellness company, Elevate, about the company's plans for the future and the search for new directors to add to their Board.



**Peter, can you tell our members more about Elevate?**

Elevate is a company providing evidence-based health and wellness programs in the workplace supported by CBD located clinics that are also open to the general public. Our corporate customers include professional services firms and large corporates that are typically CBD based, however, we have also done some work in the mining and industrial sector, as our reputation has progressively grown over time.

**What is Elevate's point of difference?**

Our corporate services model has been designed to specifically meet the needs of companies and their executive and middle management employees. Our CBD clinics are multi-disciplinary and include integrative medical and allied health practitioners who work as a team with each individual, ensuring a holistic focus.

While much of the health sector remains practitioner rather than customer-centric, our service is convenient to the client. We deliver holistic and preventative health care programs in the workplace as well as individual treatment for illness and injury at the clinics, often delivered by the same experienced practitioners, not fitness trainers.

**How did you come to be involved in the organisation?**

I was looking for a business to invest in and contribute my business experience to. In my corporate roles I had been completely underwhelmed by the health and wellbeing services provided to companies and executives. The industry was fragmented, practitioner rather than customer-centric, and did nothing to help behaviour change, which is the key challenge in improving people's health and wellbeing. When I saw what Elevate was doing, I understood the opportunity immediately and

became the first major investor and Non-Executive Director. I accepted the role of CEO about 12 months ago.

**What is the size of the opportunity for Elevate?**

Absenteeism, reduced productivity, workplace illness and injury costs the Australian economy over \$80 billion each year and there is a direct relationship between health conditions and productivity. Diabetes and heart disease, for example, are responsible for 72 per cent of the Australian disease burden and these are both lifestyle diseases.

"Absenteeism, reduced productivity, workplace illness and injury costs the Australian economy over \$80 billion each year and there is a direct relationship between health conditions and productivity."

Elevate has designed a suite of health check and custom designed workplace programs and interventions that actively reduce absenteeism, workplace illness and injury and improve productivity. Our workplace programs help staff

identify and learn about their health risks and our clinical services provide the treatment and support to make the necessary lifestyle and behaviour changes.

The opportunity for Elevate is to build a solid B-to-B business while delivering positive impacts on productivity in the workplace and ultimately, the Australian economy. In the B-to-C sector, our clinics are also open to the general public and, considering more than 80 per cent of Australians have visited a complimentary medical practitioner, the market is worth more than \$4 billion and growing at seven per cent per year, the Elevate

clinic business will continue to grow strongly. If we can penetrate only 0.01 per cent of the national market, that's \$40 million annually.

### What are your plans for the future?

We are currently undertaking a merger with a company listed on ASX which has a number of important relationships domestically and in S.E. Asia where can leverage and capitalise on our joint strengths. The merger also provides us with the ability to raise the capital we need to expand.

Our immediate priority is to create an Australian national network of clinics through an aggressive acquisition program so we're currently raising \$5 million in advance of a larger raising in early 2016. By mid-2016 we plan to have 12 clinics across four Australian states under the Elevate brand. This will enable us to meet the demand for national corporate services and workplace programs for some of our larger clients with offices in each Australian capital city.

“You need to surround yourself with people who have the same belief in your venture as you do, but who bring different skills and experience”

the same period, we will further develop our workplace programs, build our business development resources and consulting capability.

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

Early on, you need to surround yourself with people who have the same belief in your venture as you do, but who bring different skills and experience. As you move from an idea to a viable business and then to a business of scale, you need a real team effort. Also, as the business evolves people need to make way for others who better suit the next phase of growth. I'd also say don't try to do too much when you are resource-constrained. Focus on getting the business model right and building solid foundations for the future.

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

Board Portfolio brings together experienced executives, professional directors and professional investors with business opportunities that tap into each person's interests and passions. We have been working with



Board Portfolio for over four years now and it has been a very rewarding experience for us.

### What skills or advisory expertise are you looking to bring to the board?

With our merger with an ASX-listed company, we need to introduce more public listed company experience to the Board, but because of our acquisition strategy, we also need directors who are experienced in managing growth. The health sector is highly regulated with significant influence from state and federal bodies, so we plan to strengthen our health and government sector connections by creating an Advisory Board, but attracting directors with experience in the health sector in a public listed environment would be a bonus.

If you would like to find out more about this opportunity, please contact Kylie Hammond for a confidential briefing, or apply via the Jobs Board at [www.directorinstitute.com.au](http://www.directorinstitute.com.au)

Ref: ELEDI



FEATURE ARTICLE

# Women On Boards: Slow Progress and Marginalization, Study Shows.

By Susan Adams – Forbes 11th June, 2015



Quotas work. But they have failed to boost women into top jobs. That's the message of a 71-page report on gender diversity on corporate boards around the world, released this week by consulting firm Deloitte Global.

Called "Women in the Boardroom: A Global Perspective," it analyses female board representation at 6,000 companies in 49 countries, including 2,806 companies in the U.S. alone. (The report is uneven on its company counts. In Colombia it examines only 11.) The big picture: 12% of board seats are held by women worldwide, equivalent to the percentage of board seats held by women in the U.S. But women's participation doesn't flow into the top slot. Only 4% of companies are chaired by women globally, and only 3.4% in the U.S.

In its country-by-country breakdown, the report highlights how quotas can lift female board representation. An increasing number of countries are legislating quotas, requiring companies to appoint boards that include up to 40% women. Socialist-leaning Norway is a pioneer, passing the first such law in 2005.

Companies had until January of 2008 to comply, or risk being dissolved. But numbers haven't quite gotten to 40%. At the 22 Norwegian companies Deloitte analysed, women hold 36.7% of board seats. Still, that lands Norway at the top of all the countries Deloitte examined, an impressive showing. But just 18.2% of Norwegian boards have women chairs.

Denmark also has a quota rule, though it's less stringent than Norway's. Deloitte reports that Danish legislation requires companies to "work actively" toward gender equality (40% board participation by women), but there are no sanctions attached to the law. Nevertheless, Danish boards have 21.8% female representation, among the highest in the report. Yet female board representation has not translated to board leadership. There are no corporate boards chaired by women in Denmark.

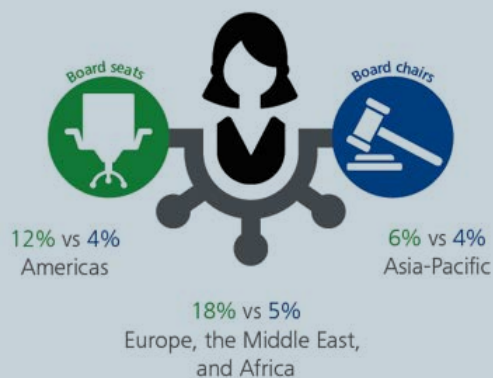
"You can get the number of women on boards to go higher," says Deloitte Global managing director Dan Konigsburg, "but what are you really changing? Has the number gone up where it really matters?" His point: it may be possible to up the number of women on boards, but if those women don't ever get to be chairs, their influence will be limited.

While most of the board quota legislation is in Europe, India and Malaysia have both passed laws requiring corporate boards to appoint women. India's law is weak, requiring publicly traded companies to appoint only a minimum of one woman to their boards, but Malaysia's requires female board representation of at least 30% by 2016.

Though quotas have clearly increased the number of women on boards—France, Italy and Finland all have quotas and board representation above 20%, among the top five in the Deloitte report—quotas remain controversial and they have produced some unintended consequences. One of the chief criticisms: quotas force companies to appoint under-qualified women in industries dominated by men, like technology, chemicals and construction.

There is also the so-called "golden skirt" problem of a limited number of women sitting on multiple boards. According to the British newspaper The

Geographic breakdown of women board seats vs women board chairs



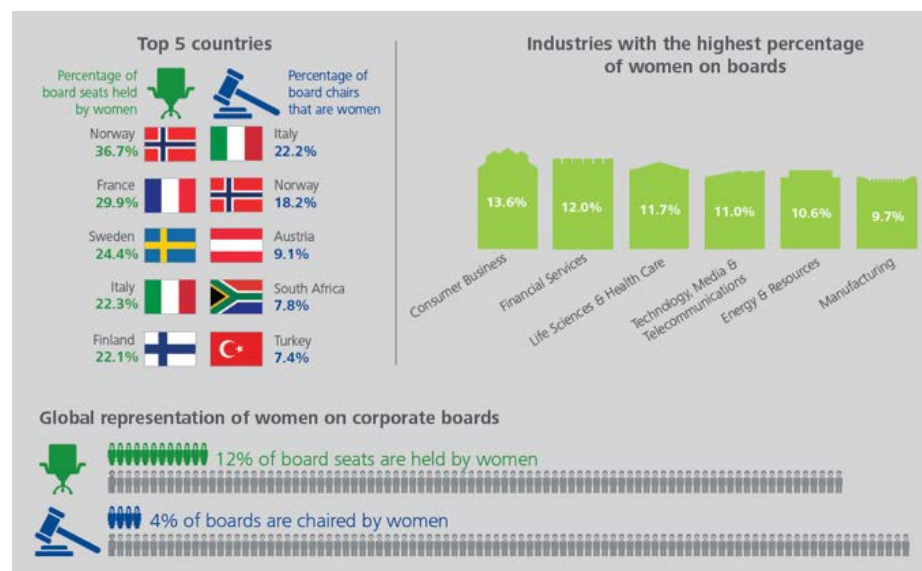
Telegraph, one Norwegian woman, lawyer Mimi Berdal, 55, at one point sat on a difficult-to-fathom 90 different boards.

Do women really improve the performance of companies where they serve? The literature has been mixed. One of the most oft-cited studies is a 2007 report from Catalyst, a New York non-profit that promotes the inclusion of women in the workplace. The report looked at big companies with the greatest number of women on their boards and found striking result, like a 53% greater return on equity at companies where women were well represented (it compared the top quartile with the bottom quartile) and a 66% greater return on invested capital. But critics have said that Catalyst is promoting an agenda and that its research is not objective.

professors reviewed an exhaustive 140 studies that covered 90,000 firms from 35 countries between 1989 and 2014. The bottom line, as Fast Company's Lindsay LNN +1.77% Lavine put it: "Overall, when women are on boards, companies are more profitable." Study author Post told Lavine that women directors bring their diverse perspectives to the boardroom, and that they're "more inclusive in their communications and interactions with others."

At Deloitte, consultants like Konigsburg are in the trenches with companies who make important decisions every day and he agrees with Post and Byron. He says he and his colleague have seen how women directors enhance company performance. "We've found from our experience that more diverse boards are better boards. We advocate this because of a selfish desire to have better clients and better-governed clients." That goes for racial integration as well, he adds. He says investors are also convinced. "This is not treehuggers or people with a social agenda," he says. "These are just people saying this is about making companies perform better."

But while Konigsburg acknowledges that quotas have upped the numbers of board seats held by women, mostly in Europe where quotas are prevalent, he is mainly concerned about two things: complacency and failure to elevate women into the chairman's seat where they'll wield real influence. The golden skirt problem is real, he says, which means just a handful of women have their voices heard across companies and often those women are the wives or daughters of influential men. "Are



A 2013 Atlantic story by Christina Hoff Sommers, an American Enterprise Institute scholar with a neo-conservative take on many feminist positions, calls the economic case for gender quotas "shakier than its advocates seem to realize." One 2008 paper in the Journal of Financial Economics found that while women directors were better about going to meetings, their average effect on firm performance was negative and that quotas can cut values for well-run firms. A 2010 literature review by two Stanford legal scholars who have advocated for women on boards, nevertheless found no clear correlation between board diversity and financial performance. There was also a 2010 University of Michigan study of Norwegian firms showing that higher female board membership translated to worse financial performance. "The quota led to younger and less experienced boards... and a deterioration in operating performance," said the study.

you really getting different points of view?" he asks.

I'll take a step further, which may rankle some Forbes readers. As Stanford legal scholars Deborah Rhode and Amanda K. Packel argue in their 2010 literature review, no matter what the evidence on financial performance (and I'm convinced the evidence points to the presence of women board members improving corporate numbers), there are compelling reasons that women should sit on corporate boards and even more importantly, should run them, rooted in social justice and equal opportunity. Like increasing women's representation in all leadership posts, from politics to educational institutions to corporate leadership, boosting their representation on boards is simply the right thing to do. The Deloitte report underlines how far we have to go.

But to me the most convincing study is a comprehensive literature review by Corinne Post and Kris Byron, management professors at Lehigh and Syracuse universities, covered in Fast Company in January 2015. The

**Susan Adams writes for Forbes and covers careers, jobs and every aspect of leadership.**



DIRECTOR SPOTLIGHT

# Phil Burton

## Business Advisor | NED

Phil has over 27 years of experience across a diverse range of industries and engagements. He has a deep understanding of highly effective management concepts and frameworks, and offers extensive experience in designing and executing growth strategies at the business start-up level and in turning around under-performing established businesses.



### Current Roles:

- Mining Plus • Advisory Board Member & Business Excellence Coach
  - Commercial Manager
- Fortix • Non-Executive Director
- Recently • Non Executive Director for PumpNseal 2009 - 2011

### Background:

I emigrated from Zimbabwe in early 2007 and began my business life in Zimbabwe within the financial services sector. I was one of the founders (with three other partners) of a financial services firm that was very focussed on serving the commercial agricultural sector. The commercial farm in Zimbabwe is quite a large operation. They have a huge cropping program and a lot of equipment; and our organisation provided combined financial services. We did everything for these companies ranging from ensuring they had all the necessary insurances – right through to managing their accounts. It was a very successful business and we covered a large part of Zimbabwe. It all came to a crashing end in 2000 when the situation changed with Robert Mugabe's 'land reforms'.

The whole situation in Zimbabwe had changed so I made the decision to switch to the FMCG sector with another partner who had a supermarket. There were such chronic commodity shortages across Zimbabwe that we decided to transition that supermarket business from retail to wholesale and then also took up a distributor role across the country. Bringing in essential commodities became our business plan. We survived the hyper inflationary and currency devaluation challenges!

### What education did you receive before becoming a Director?

From a board point of view I became a director at a very young age because I was an owner, and got thrust into the role. I think we learnt by default. In Zimbabwe we had a culture of learning to apologise rather than ask. If you wanted something to happen you had to make sure it happened. Coming to Australia I needed to stop that mindset. I've certainly formalised my whole director approach. In 2010 I completed the AICD course, which was a good detox for me. I had previously had a bit of a rebellious mindset in regards to compliance. Now I am a complete advocate for compliance and fully appreciate its value. Having been in chaos, you can't discount structure and process – compliance really enables.

### What types of organisations have you worked with in Australia?

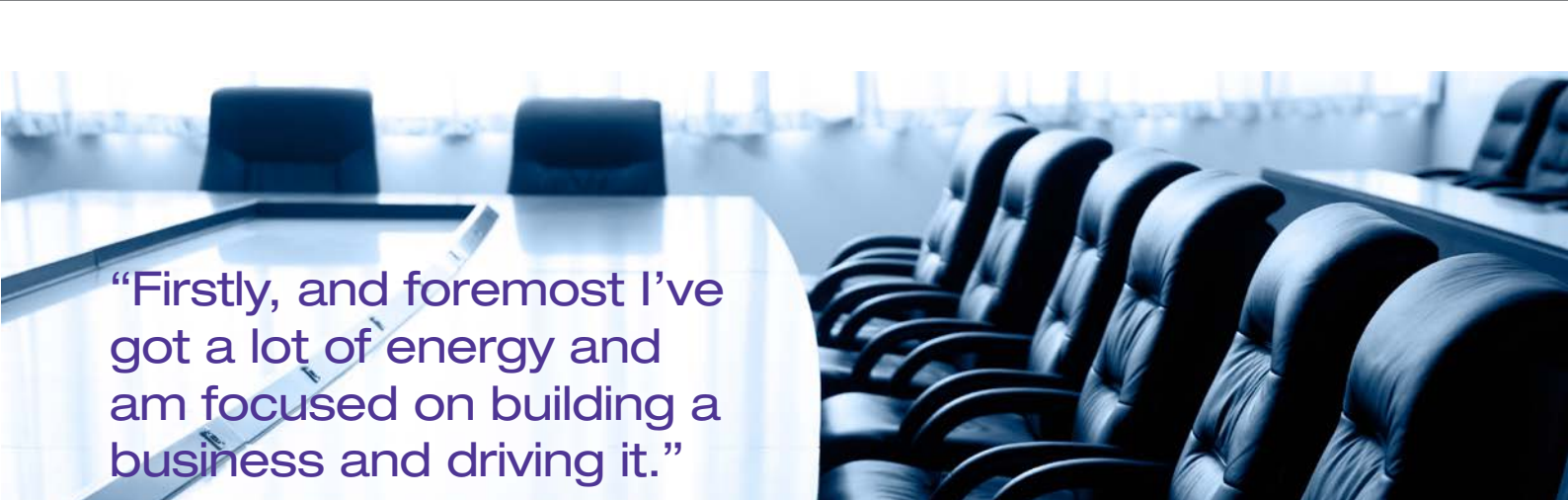
After arriving in Australia I worked with a couple people who helped me transition into the Australian business sector. I set myself up as a management consultant and executive coach and started working with various SMEs in an advisory capacity. I'm currently an advisory board member and business excellence coach with Mining Plus, a fully integrated mining consultancy. I also have a functional role as Commercial Manager. What's been good about that role is the international exposure that it's given me. I've managed the entire commercial process with Canadian, South American, Russian and Indian organisations. It's been a steep learning curve but I've enjoyed every minute.

I was until recently a Non-Executive Director with PumpnSeal - a fluid sealing and pump business. In both of these organisations I introduced disciplined board practices, reporting functionality, and embedded an accountability process within the organisations that contributed to the achievement of sales and growth targets.

I have just joined the board at Fortix, as a Non-Executive Director, who specialise in modern business systems. They are poised for a growth period and exciting challenges lie ahead.

### When did you decide to start working with Board Portfolio?

Earlier this year I was at a point where I wanted to start building a board portfolio and came across Kylie and Board Portfolio after reading a Board Alert. Following that I attended a Director Institute event in Perth, and then decided to become a Platinum Member of Board Portfolio. I've been



“Firstly, and foremost I’ve got a lot of energy and am focused on building a business and driving it.”

working with Kylie since January and would describe it as an enlarging process. Kylie has really encouraged me to think bigger. While I am a confident leader, coming from Zimbabwe there has always been a sense of being a country boy in the big city. Kylie has helped me completely turned that belief on its head. I thoroughly enjoy our interactions. She sharpens me... I like that and I’m enjoying the process.

**What key attributes do you think are important for board directors?**

You’ve got to understand risk. I’ve come through that Zimbabwe scenario, and sometimes this story sounds far fetched, but inflation was at two million per cent. At that time I saw my bank overdraft go from 80% (which was ridiculous as it was) to 800% - in a day. I think you’ve got to have a good negative capability. When those assaults are coming at you in the financial realm, it’s the ability to keep a cool head, to think rationally - not knee jerk that’s important. I find my arrowhead points to strategy. You’ve got to be very clear on where you’re going. Just because there’s been a diversion, or an obstacle in the way, it’s important to be able to hold the line.

**What are your key strengths as a board director?**

Firstly, and foremost I’ve got a lot of energy and am focused on building a business and driving it.

I definitely come to the fore with strategic thinking, change management and building effective teams.

I’m also very good at being able to have what I term ‘vital conversations’. I’m able to work with dysfunctional teams and help them to put the issues on the table. By nature I’m quite a gentle person – which I think helps when working with dysfunctional boards. I’m able to get dysfunction, bring carriage to it and move it forward.

Mike Galgut, an executive coaching partner at Board Portfolio has helped me to better understand my strengths by exposing me to the Gallup Strengths Coaching process. Certainly my number one ‘personal strength’ is my positivity and secondly my self-assurance. Both of these strengths make it easy for me to work within a team environment. I’m good at bringing a team forward and definitely bring that energy and focus.

While my board portfolio is currently built around the mining sector, I certainly don’t see myself being limited to it. I’m not an engineer, I’m not a technical person – I’m a people person. It’s the people aspect that businesses need to get under control. I can get the engineers to do their part, but at the end of the day you’re dealing with a person, and you need to harness the strengths of individual people to get the team functioning at its best.

**What advice or tips would you offer other senior executives interested in building a board career?**

1. I think you do need a formal education. I recommend that people wanting to start their board career should consider doing the Directors course at the AICD. I did an MBA a few years ago, and I found the Directors course a little bit like a mini MBA. It’s very relevant to the boardroom and helps to position you in the market.
2. Network Network Network. There is no substitute for personal contact and I think you’ve got to get on that front foot and meet people one on one. The value of those personal interactions is untold. I see that as the front door key. By getting to know all the individuals in your team it’s like having a key to the whole house.

# Australian Board Registries for Women

The federal government and each individual state and territory government all currently have registers for women interested in being considered for board and committee opportunities. These registers tend to be one-way in nature, and unfortunately you get little feedback, however they are a first step to ensuring that you're considered for the thousands of board and committee opportunities that are filled every year.

We have researched all of the key registers and provided links below.



## Australian Federal Government

Australian Government Boards – You can subscribe to be notified about vacancies at <http://ausgovboards.gov.au/contact-us>

## Victorian Government

As mentioned in our last Board Alert, the Victorian Government has made commitments to ensure that 50% of board appointments are given to women. To ensure that you are considered for these roles it is important that you update your details on the Victorian Women's Register. The greater detail you provide will maximise your chance of being identified in a search of the register and being invited to apply for upcoming board positions. You must also indicate which board tier you feel best reflects your experience:

- Tier 1 - emerging board member
- Tier 2 - mid board career
- Tier 3 - high level

To review and update your details:

- (1) Visit the website at <https://www.womensregister.vic.gov.au/>
- (2) Either Register as a new person, or Login to the register using your email address and password. If you are unsure which email address you have registered, please email [appointments.women@dpc.vic.gov.au](mailto:appointments.women@dpc.vic.gov.au)
- (3) Review and update your details. It is in your interest to explain to potential boards your story by completing as much information as possible including:
  - Contact details
  - Description (200 words)
  - Expertise Areas
  - Board experience
  - Board experience tier (how long you have been serving on boards and your level of expertise)
  - Board and committee experience

For more information please contact Julienne Stephens Senior Project Officer Office for Women Women and Equality 1 Treasury Place, Melbourne, 3000 Ph: (03) 9651 2141 [julienne.stephens@dpc.vic.gov.au](mailto:julienne.stephens@dpc.vic.gov.au)

In addition to this register, Cordiner King is retained by the Department of Treasury and Finance in Victoria to assist in identifying potential candidates for the appointment of board members to the Department's public entities. To register your interest in related boards visit the website: <http://vicgov.cordinerking.com.au>

## Other State and Territory Registers

The following registers are also available for people who wish to register their interest in a position on other state or territory boards or committee. They all tend to be one-way, with little information:

### New South Wales:

<https://www.boards.dpc.nsw.gov.au/online-registration>

### Western Australia:

<https://registry.bigredsky.com/page.php?pageID=160&windowUID=0&advertID=108583>

### South Australia:

<http://www.officeforwomen.sa.gov.au/premiers-womens-directory>

### Australian Capital Territory:

[http://www.communityservices.act.gov.au/women/act\\_womens\\_register](http://www.communityservices.act.gov.au/women/act_womens_register)

### Queensland:

<http://www.premiers.qld.gov.au/about-us/what-we-do/qld-nominees-register/join.aspx>

### Tasmania:

[http://www.dpac.tas.gov.au/divisions/csrt/programs\\_and\\_services/women\\_on\\_boards\\_and\\_committees](http://www.dpac.tas.gov.au/divisions/csrt/programs_and_services/women_on_boards_and_committees)

CEO SPOTLIGHT



Managing your personal brand has never been more important – and now with the prevalence of online profiles, and social media – not managing it well can severely impact your opportunities.

Recently we have started to utilise 'Social Check' to assist our members to better manage their personal online branding. This month we asked David Griffiths, CEO and Founder of Social Check to tell us more about his business and the advantages of better understanding your online brand.

What is Social Check?

Social Check helps individuals to better understand how they are perceived online – and enables them to build strong online personal brands.

To succeed in today's world you need to ensure that you carefully manage your online presence. It is critical not only for individuals but also for companies and their employees. Never before have both the achievements and the embarrassing mistakes of employees been so visible and so directly affected a company's performance. Every single employee is now an online brand ambassador for the company.

How does Social Check work?

Social Check provides a rapid audit of your online brand. Our world-first proprietary technology searches your profile data across all social media accounts (ie Facebook, LinkedIn, Twitter, Google+, Instagram) as well as the last 10,000 posts. In doing so, we are able to identify those things that your critical stakeholders (customers, clients, partners, employees, employers) are seeing and making snap judgments about – ie spelling mistakes, inconsistent information, incomplete information, inappropriate content, profanity etc.

Social Check is the easiest, most effective, and affordable way to rapidly audit and then dramatically improve your online presence.

Social Check is also looking for ways to improve your profile and the overall impression of your brand.

The Social Check Report provides you with a Social Check Score out of 1,000, compares this to your industry peers and best practice, and provides detailed recommendations on how you can improve your online presence and build a stronger personal brand. All recommendations come with detailed online "how-to" and video guides.

The Social Check Report is incredibly powerful in its own right for individuals, but can also be used as a diagnostic tool for teams of employees within businesses. Here it is used as the basis for very focused, tailored workshops to address key issues that have been identified.

What are the benefits?

For an individual, the benefits of having a strong online presence include new professional opportunities, new sales opportunities, and being perceived as an industry thought leader.



For a business, the benefits include generating higher unsolicited inbound customer leads, improved sales conversion rates, an ability to attract the best employment candidates at a lower cost, and enhanced community perception. The net result is higher sales and profits.

#### Where did the idea for the business come from?

Social Check was borne out of the marriage of strong brand awareness and a practical understanding of how to use social media as a tool to ensure all the benefits of a brand are realised.

One of our founders was Head of Corporate Development for Virgin globally where he had responsibility for both the Virgin brand and also for Sir Richard Branson's personal brand. The rest of the team has worked within organisations such as Unilever, McKinsey & Co, BCG, HTC, Telstra, and Optus and regularly saw first-hand how employees struggled to get social media right. Bad social media decisions had a very damaging impact on both the individual and the business. However on the flipside, when social media was managed well it created great opportunities for the individual and the business.

Up until we created the Social Check solution there was no simple and affordable way for people to identify what they were doing wrong in the online space. Digital agencies offered various services but there were typically costing thousands of dollars.

We knew there had to be a way to combine a technology driven solution with our understanding of building and promoting brands.

#### What have been the biggest challenges in getting the business up and running?

Initially we found that there was often a perception amongst the corporate senior management that we talked to, that social media was a fad that was limited to weekend use by employees and that it didn't affect businesses.

That perception has now largely changed. Almost every business we talk to now has had direct experience of both the damage and the great benefit that employee use of social media can have on their bottom line.

Businesses are more aware now that helping their employees to look credible online has a direct financial benefit for the business.

#### What are your plans for the future?

We are already working with a number of universities, recruiters, outplacement companies, and blue-chip corporates and the feedback about the impact has been phenomenal. So we will continue to grow that part of the business.

We are also currently developing a Business Social Check Report that will provide SMEs with a powerful, cost-effective tool to audit their current social media presence and identify opportunities to improve it to drive new sales.

We are also looking at various international opportunities. We have recently signed our first partners in the UK and have made our first sales in Europe.

#### What advice or tips would you offer other entrepreneurs?

Make sure you are truly passionate about the business you are starting. It is a hard road with inevitable ups and downs and if you don't believe that what you are doing is really worthwhile, then you are unlikely to persevere.

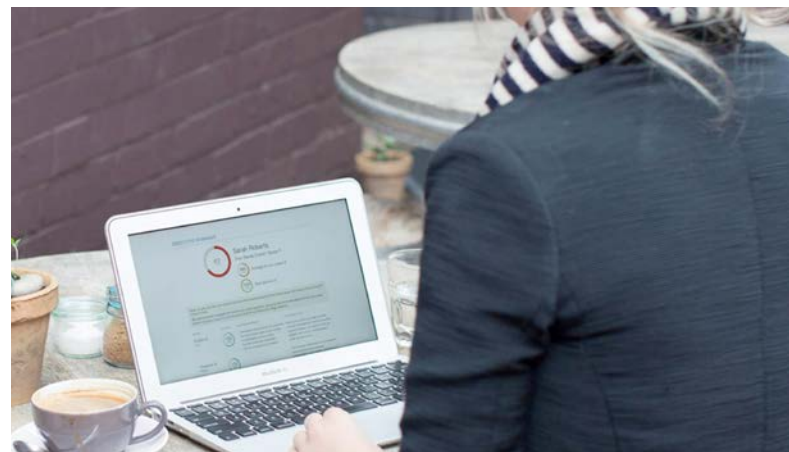
I kept seeing people missing out on opportunities because their online presence was letting them down, and I was really driven to find a simple, effective, and affordable way to help them.

It is incredibly rewarding now to hear the positive feedback from our customers. For example one individual, within 45 minutes of actioning the recommendations in his Social Check Report received two emails from recruiters about new roles, one of which offered almost double his current salary.

#### How can Director Institute Members take advantage of Social Check?

Director Institute Members can order their own personal Social Check Report at a discounted price of \$84.95.

[ORDER YOUR REPORT NOW](#)



DIRECTOR SPOTLIGHT

# Iain Falshaw

Iain is an experienced commercial executive, non-executive director and business advisor with over 20 years of expertise in the telecommunications sector. Over the last few years Iain has focused on building his consulting services business, and has broadened his board portfolio to include a range of directorships across statutory bodies, not for profits, and the commercial sector.



#### Current Director Roles:

- Non-Executive Director – Tailors Mark
- Non-Executive Director, Audit & Risk Committee member – Telecommunications Industry Ombudsman (TIO) Limited
- Non-Executive Director, Finance Committee member – RESULTS (International) Australia
- Non-Executive Director - IntaCept

#### Iain, can you provide some insight into how you started your board career?

Up until September of last year I had a full time executive career as the Managing Director of a telecoms service provider. Initially I was appointed as the Finance Director and held that role for approximately five years before being made Managing Director - a role that I held for six years. I'd been involved in starting that business in Australia on behalf of a US shareholder and during that time gained exposure to the role of a Board Director. Being a subsidiary in Australia, there is a requirement to have local board directors on the board, and both the original Managing Director and myself were chosen to take on those roles.

As part of preparing myself for that role, the organisation put me through the AICD director's course, which I completed in 2006. Undertaking the training really triggered an interest in board roles as part of my longer-term career plan – something that I hadn't really considered previously. In 2009 / 2010, I was invited to join the Board of Directors of Direct Selling Association of Australia (DSAA), which is an industry board that my organisation was a part of. That was the first non-executive role I took outside of the company that I was working with. Further opportunities then emerged and I was elected by the members to the Telecoms Industry Ombudsmen Board (TIO). I am one of the Directors with Industry Experience on that board.

#### How important was the process of getting educated before you really started your career?

I recommend that anyone interested in starting a board career should first look to do the full-time directors course at the AICD. Being with the same people throughout the week gives you an intense exposure to the material. The course itself provides a broad framework to help you view and understand the implications of being a director. While people generally know the issues, I don't think they spend sufficient time thinking or reflecting on them. The course ensures that you do truly think about and assess those implications.

I think a major issue that many executives face when taking on board directorship opportunities is the need to transition their perspective. By nature, an executive will want to get in, and sort out a problem. As a board director, that's not your role. You can't actually get in there and do the operational piece yourself. Your perspective needs to shift to ensure that focus on providing meaningful guidance and advice to the organisation.

"I think a major issue that many executives face when taking on board directorship opportunities is the need to transition their perspective."

#### What board roles do you currently hold?

I'm a Non-Executive Director on the Telecommunications Industry Ombudsmen Board (TIO), which is the independent dispute resolution body for residential consumers and small business. I'm also a member of their audit, risk and compliance committee.

From a time perspective there are usually about eight meetings per year, each requiring a full day commitment. In addition to that I spend

approximately two – three hours in meetings related to the audit, risk and compliance committee. However, I'd spend probably the same amount of time again reading and preparing for those meetings. Depending on the issues that are under consideration, and the budget documents and accounts that need to be understood – I'd say that I allocate about three days per month to that particular board role.

then transitioned into becoming an official Board Member. This role is very different from my other directorships as the business itself is still at the very beginning of its business lifecycle. We are currently focused on commercialising the technology that we own, rather than being fully operational like the other companies I'm working with.

“You need to get a clear understanding of what you can contribute to boards, and start building your network.”



If you're going to contribute, you've got to allow sufficient time to think about what the issues and major risks are. When you're always in an executive frame of mind, you probably don't get the opportunity to give as much time to thinking about issues as you'd like to. In a director or advisory capacity – you need to ensure that you do, as there are significant implications if you provide incorrect, or poorly thought out advice.

#### You're also on the board of a Not for Profit organisation?

Yes – I'm on the board of RESULTS (International) Australia, a not for profit and non-partisan advocacy body for government aid. It's not a body that delivers aid programs, rather its focus is to build a team of people on the ground who can advocate for government funding for various overseas initiatives - on the basis of ending global poverty.



The second board that I'm involved with is a young company called Tailors Mark. They have been in operation for about three years, and provide custom clothing such as shirts and suits to consumers via a cutting edge online technology platform. Because it's a younger company I find

I was first introduced to the organisation after attending one of the AICD's Nexus Groups – which enables groups of directors to meet and discuss directorship issues and challenges. The chair of the NFP approached outside of this group – and after some discussion, asked if I'd like to come on board and assist their finance and audit committee.

I also work three days a week in my own consulting business, so with that and the other directorship roles I have a full-time workload.

that my board role is more hands-on. That is certainly in keeping with directorships generally that are in the early stage or start-up space. I also assist them with advice around commercial matters and specifically accounting and financial reporting due to my accounting background.

#### How do you go about choosing the organisations that you want to work with?

For me, it's all about the people. I like to get to know all the personalities on the board – and of course need to understand, and get to know the business. In younger businesses you tend to find the board role will be more hands on, so you need to like and have common ground with the people you'll be working with. There are also ethical questions that you'll no doubt need to consider. Everyone has their own view of certain industries, or organisations that they would rather not work with.

The third directorship I have is with a very new start-up business called IntaCept. They have developed a unique technology solution that enables the efficient management of portable appliance testing (PAT) of electrical tools and equipment in hazardous environments such as the mining, industrial, heavy maintenance and commercial construction sectors.

I was introduced to this opportunity via Board Portfolio, and after spending some time working with the Founders on smaller projects, I

You also need to consider where your skill set lies – and where you will bring the most value to an organisation. My career since 1990 (until last year) was all in Telecommunications, so I have a degree of expertise in this area that I can bring to organisations that need that specific skillset.

For me, whilst it's good to have organisations that tap specifically into that skillset, it's also good to have board roles that help to broaden out my industry expertise – like Tailors Mark.

There is a certain inflection point when you're building your board career. As it progresses you tend to find that you get more choices as more opportunities come your way. Initially you need to consider where you can add value, and you need to be mindful not to take roles just for the sake of it. It's important that you really make sure that the board role will benefit your Board CV. There's a balance there – I understand the pressure that you can feel when you want to get your board career underway, however if you take the wrong role, you'll spend more time trying to get out of it.

**What advice would you offer other executives interested in starting a board career?**

I think a lot of executives, at one time or another, think about starting a board career – but unless something forces your hand, it's easy not to do anything about it. I think that you do need to plan a board career in advance of getting started. You need to get a clear understanding of what you can contribute to boards, and start building your network. The network itself is the key to a lot of it. It's definitely a case of who you know, not what you know. If you think that you might give up your executive career – and leap straight into a board career, you might not eat for a while. It can be difficult. You really need a starting point and usually you need to have an alternative source of income. You can't just expect that you'll get a Qantas board appointment with a big salary from the beginning. You need to work your way up to that.

**“You can't be complacent. You need to chase down every opportunity.”**

You can't be complacent. You need to chase down every opportunity. I remember meeting with a lot of people. At times I'd go to a meeting thinking it would be great – and it wasn't. And, there'd be other meetings where I'd think it was going to be a dreadful waste of time but then find that something would come from it. It's important to get out there, meet people and be open-minded.

**What are the advantages of working with Kylie Hammond and Board Portfolio?**

Kylie is very objective in giving you an assessment of your board suitability. It's very easy to see your career through your own lens and it can be difficult to view yourself as others do. Kylie can help you to articulate what you bring to board opportunities – and helps you to think about what your Board CV should be communicating. Working with Board Portfolio has assisted me to be more strategic – to better understand the steps that I need to take to find the right opportunities.

In your executive role you are often supported by a large organisation, and may have a team of people working with you that tell you you're great. When you're building a board career it can be quite lonely, and isolating. For me in particular I was working as a consultant at home, so there's no team behind you feeding your confidence. It's great to have someone like Kylie who can give you a pep-up, but who also provides you with perspective – and help to prepare for those meetings.

**“Working with Board Portfolio has assisted me to be more strategic – to better understand the steps that I need to take to find the right opportunities.”**





EXCLUSIVE OPPORTUNITY

**1300 Plumber**

**2 x High Calibre Non-Executive Directors and Investors | Paid**

1300 Plumber, Builder and Electrician are platforms dedicated to connecting licensed, insured and police checked tradespeople with property owners and managers around Australia 24/7. As part of their growth strategy the company recently purchased the assets of Real Estate in Motion, which includes a property site REIMtv with almost 400,000 property listings.

Moving forward – the business offerings will be combined and a new site 'CompletePlace', will be launched next month and aims to become the primary website and app servicing the complete needs of property owners and managers.



With over 8 million residential properties in Australia alone, research suggests that there are up to 25,000,000 jobs needing management in the residential homeowners market each year.

Director Institute is mandated to assist the organisation to appoint two high calibre directors each who are well networked within the potential supplier and partner market, who can assist the organisation with their rapid growth plans.

For more information about this opportunity, please contact Kylie Hammond for a confidential conversation. Ref: 1300DI



EXCLUSIVE OPPORTUNITY

**The Wurundjeri Tribe Land Compensation and Cultural Heritage Council Incorporated**

**Chief Executive Officer | VIC | Paid**

- Corporate Professional Not-for Profit Organisation
- Community & Capacity Building Emphasis
- Attractive Remuneration Package

The Wurundjeri Tribe Land Compensation and Cultural Heritage Council Incorporated represents the traditional Indigenous people of the Melbourne and greater Melbourne region. For over 10 years the Council has transformed into a thriving organisation employing over 40 staff across nine major program areas. The Council works to strengthen the Wurundjeri community and to protect and advance the social, economic and political interests of the Wurundjeri people.



Through its efforts in cultural heritage management, community education, ceremony and wellbeing initiatives, the Council aims to keep Wurundjeri culture alive and its cultural places protected for future generations. The Council has statutory responsibilities as a Registered Aboriginal Party (RAP) under the Aboriginal Heritage Act and operates as the busiest RAP in Victoria. The CEO's role will be to continue to develop the cultural and business activities and aspirations of this community-based organisation by:

- Providing leadership in the planning and delivery of the Council's strategic directions and goals
- Managing an office and field-based workforce of over 40 staff members
- Building organisational capability and supporting the Committee of Management to fulfill its governance functions.
- Ensuring Council meets its statutory functions
- Building quality relationships with a diverse group of stakeholders.

The Wurundjeri Council is seeking an energetic professional with the following skills and qualities:

- Experience in senior management, preferably in a not for profit community based organisation
- Knowledge of or experience working with Aboriginal communities.
- Ability to lead complex teams and work with diverse stakeholders.
- Experience managing administrative, statutory, governance and Government processes.
- Skilled at managing diversity and passionate stakeholders
- In return you have the opportunity to play a pivotal role in the development of a well-established and highly regarded Aboriginal organization and in the growth of the Wurundjeri Land Council and its people.

For a confidential discussion and to receive a briefing pack please contact Kylie Hammond or apply via the Director Institute jobs board. Ref: WURDI

EXCLUSIVE OPPORTUNITY



Director Institute is exclusively mandated to assist Elevate to build a board of directors.

Elevate is an Australian based company focusing on delivering health and wellbeing solutions for its organisational and individual clients in the Asia Pacific Region. Elevate's holistic and integrated approach, the 'Elevate Solution', sets the Company apart as a provider of preventative and rehabilitative health solutions, combining a consulting service with the delivery of onsite corporate health programs and offsite clinical monitoring and treatment.

This provides corporate and other large organisations with the ability to measure the productivity improvements from their investment in the Elevate Solution and ensures individuals live healthier, happier and more productive lives. Our client has established an exciting new concept that will change the way we view and provide corporate health.

The organisation provides a mix of onsite health and wellness programs for organisations, as well as CBD-based Wellness Centres to support individuals. A range of opportunities exist for individuals who are interested in joining this fast growing organisation as they rollout they're services nationally and internationally. New opportunities exist as the organisation continues to grow.

Elevate are currently working towards an IPO in early-2016 so need to introduce more public company experience to the board. They also plan to rapidly expand their clinic network so are seeking directors experienced with fast-growth companies, including M&A.

The health sector is highly regulated with significant influence from state and federal bodies, so we would also like to strengthen our health and government sector experience and will be forming an advisory board with this in mind.

Please send expression of interest to Kylie Hammond, or email to arrange a confidential conversation. Candidates will be shortlisted, with interviews occurring soon, pre-IPO opportunity.

Ref: ELEDI

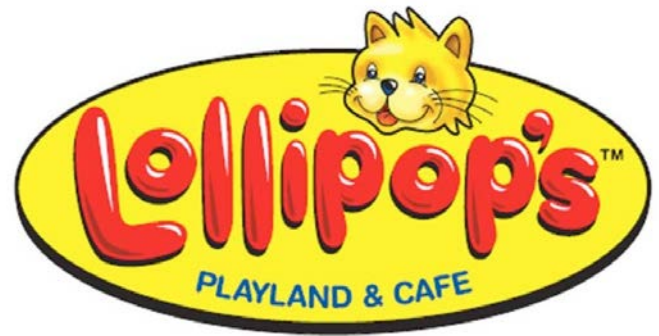


EXCLUSIVE  
OPPORTUNITIES



This organisation has developed a technology platform that connects lawyers who offer a range of legal services directly with business consumers enabling easier access, affordability and transparency.

For more information about this opportunity please contact Director Institute Ref: LEGYKH.



**Lollipops Playland (LPI)**

**Advisory Board | Melbourne | Paid**

Director Institute has been engaged exclusively to recruit an advisory board for Lollipops International Pty Ltd.

We are seeking expressions of interest from Advisors:

- who can help to build the strategy for launching in the US;
- with experience of launching an Australian business in the US;
- with experience of running a "bricks and mortar" business in the US, meaning leased and occupied a commercial building;
- a network of contacts in the US would also be helpful.
- Depending on the outcome of the financial modelling, access to loan or investment funds could be useful (\$1m - \$2m)

Lollipops International Pty Ltd is engaged in the business of Indoor Children's entertainment facilities both through a Franchise model and company owned facilities. Lollipops International Pty Ltd currently operates in three countries; Australia - 21 sites (three company owned), New Zealand - direct franchised sites and Indonesia - six sites run under a Master Franchise Agreement.

Lollipops International Pty Ltd have begun research into opening Indoor Children entertainment Facilities in the USA and to date that research has shown that there is an untapped area of the market that could prove to be highly profitable. With lower rental costs and lower labour costs (currently the two highest expense lines in our business model) each site has greater potential for profit than the Australian business model.

Please send all expressions of interest via the Director Institute platform – Ref: LOLLYKH



**Bangkok Wipeout Water Park**

**Director Investor | Bangkok | Paid**

We are representing a company that is registered in Bangkok Thailand called Bangkok Wipeout. At present they have three owners - one Victorian based, one Sydney based, one US based. The organisation has secured land for the next 10 years with main river frontage and directly across from Asiateque in Bangkok. They have signed a contract with a builder and have all necessary government approvals in place. The land has also been cleared and is ready for construction. The contractor has been paid to start and will be onsite in the next few weeks which includes the installation of the Olympic size pool.

We are now seeking expressions of interest from an Investor Director who would come on board for equity in the company with the ability to raise around \$500,000 to complete the construction works. Current conservative financial estimates provide a return of over \$1.4 million per year.

Please contact Kylie Hammond for further information.  
Ref: BANGKDI

**EXCLUSIVE  
OPPORTUNITIES**



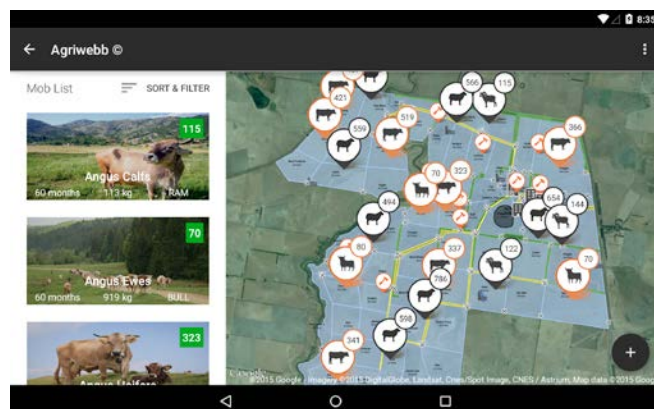
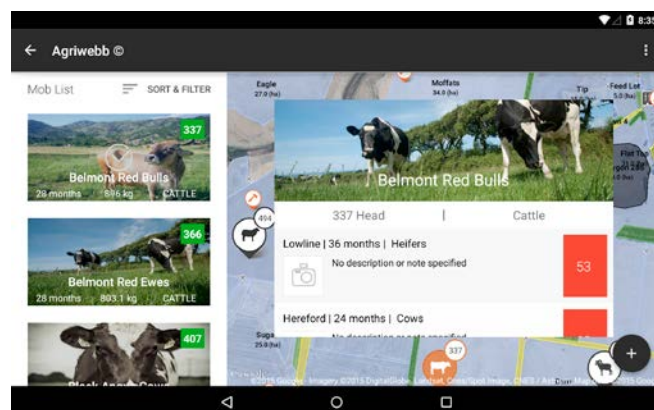
**Agriwebb | Agriculture | Paid**

The AgriWebb NoteBook is an end-to-end farm management solution that replaces desktop computer systems and traditional paper notebooks.

With a paddock map pre-loaded onto a Google Nexus 7 tablet, the NoteBook allows for all movements and actions to be performed using simple 'drag and drop' functionality. The NoteBook is portable, backs up all information, and provides updates, reminders and snapshots of important farm metrics.

AgriWebb's unique data collection allows for inputs to be correlated over time, allowing for predictive recommendations and long-term process improvement. Finally, the NoteBook is multi-user enabled, linking all employees on a farm.

This Pre-IPO listed organisation is now seeking to appoint key advisors to its advisory board. Ref: AGRKH



**Large Waste Management Company**

**Chair, Non-Executive Directors & CFO | Sydney preferred | Paid**

Our client is a private family run company, turnover approaching \$70m specialising in the Waste Management Sector - servicing construction, demolition waste, with substantial recycling operations as well as commercial waste division servicing restaurants and shopping centres. We are seeking to appoint an experienced and qualified Executive Chairman, Board of Directors and CFO.

The Executive Chair will need to demonstrate:

- Proven experienced company director, working with significant sized entities \$50-\$100m or larger.
- Industry knowledge, reputation and experience - waste management expertise, construction and B2B services

- Business Growth specialist, ability to grow the business, open up new markets
- Strong financial acumen, past experience at growing business for trade sale or preparing for IPO preferable
- Ability to mentor executive team, experience in family business environments and prepared to be hands-on in the business.

Please send your cover letter outlining the position you are applying for, your suitability and board resume to Kylie Hammond CEO of Board Portfolio via the Jobs Board Ref: WMCDI

EXCLUSIVE OPPORTUNITY

## Private Technology Company “An established and mature market leading company”

### Smart Software for Reserve and Resource Governance

**The Problem:** All listed companies are required to report their mineral inventory in accordance with relevant listing rules, codes and guidelines. This information is a key indicator of a company’s future and it is used by analysts to attribute market value to companies, and is the primary foundation for companies’ business plans. For smaller companies, it often represents their only asset.

Resource companies have to deal with an increasing focus on strengthening governance and a tighter investment market and companies that demonstrate rigorous and transparent processes for mineral inventory, and who capture and report will benefit from greater investor interest and better overall stakeholder relations.

**Our Solution:** This innovative technology company has developed a cloud-hosted, mobile-ready software application offering resource companies a globally relevant, best-practice tool to automate, collate and report mineral inventories.

“Validated and supported by tier one and tier two mining companies”

Ref: RGIDI



## EXCLUSIVE OPPORTUNITIES



### Softball Australia

Director | SA | Voluntary

Founded in 1944, Softball SA Inc. is the peak body for Softball activities in South Australia, and is affiliated with Softball Australia. A Board of voluntary Directors governs softball SA.

In accordance with the Constitution, three elected Directors will retire by rotation at the conclusion of the 2015 Annual General Meeting, which will be held on Sunday 13th September 2015.

In addition, there is currently one casual vacancy, for the position of an elected Director, for a one-year term (whose retirement date coincides with the conclusion of the 2016 AGM).

The roles and responsibilities a Board member includes but is not limited to:

- Actively undertake the work of the Board
- Attend and participate at board meetings, having read and considered the relevant papers
- Become knowledgeable about issues in sport and softball and the business and regulatory environment, without becoming involved in the day to day management
- Be supportive of the public events at which Board Member presence is desirable
- Respect the confidentiality of Board meetings and proceedings
- Identify and declare the nature and extent where there is any possible conflicts of interest and remove themselves from any relevant decision process
- Read, understand and comply with the Code of Conduct for Board Members
- Additionally, the Board as a whole has group responsibility to govern and provide oversight to the operations of Softball SA.

Nominations are sought from persons from both within and outside of the Softball community who are interested and willing to contribute to the Board of Softball SA as an Elected Director.

Further information about the role of Director can be obtained by contacting the Softball SA office on (08) 8353 6766

Nominations should be made by submitting the Board Nomination form available from the jobs board along with any other material thought relevant via email: [admin@softballsa.com.au](mailto:admin@softballsa.com.au) by Sunday 9th August 2015. REF: SSADI



### Ad-Roller

ad-roller Australia was born in January 2014 with the goal of developing the market of escalator handrail advertising in Australia. Ad-roller Australia holds the exclusive license for this groundbreaking product.

ad-roller® was developed in Austria with the world's leading handrail manufacturer, SEMPERIT and is the product of 5 years of intense research and stringent testing. This tough, anti-bacterial and anti-microbial removable product allows advertising to be applied to the rubber handrails of escalators. There is no need to change the existing handrails or belt; ad-roller is simply fitted over the existing structure.

The business has the ability to sell advertising space on escalator handrails in over 90 shopping centres, and 2 stadiums and has an established customer base that already includes Microsoft, Woolworths and Telstra. The Australian business is now looking to add another Advisory Board Member to their small advisory board and is seeking someone with enough industry knowledge & network to help accelerate the business.

Please contact Kylie Hammond for a confidential discussion. Ref: ADRDI





## 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](mailto: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

## Private Law Practice

- 'Walk in' opportunity to own fully established legal practice
- Sydney's Upper-North Shore
- Broad range of matters
- Will suit a Junior to Mid-Level Lawyer

Our client has run a successful legal practice in Sydney's upper-North Shore for over 30 years. The practice manages a range of matters including conveyancing for commercial and residential markets, commercial contracts and leases, family estate planning, commercial disputes, some criminal (white collar) matters and limited family law matters.

The practice is well regarded and has a steady flow of regular business, established systems and processes.

The managing partner is approaching semi-retirement and is looking to transition the practice to a junior to mid level lawyer who is possibly looking for an entry point into their own private practice.

This opportunity may suit a lawyer currently working in a major law firm seeking a more balanced way of working into the future and the opportunity to own and manage their own practice.

This is a walk in situation where a legal office is fully established, can be further developed and ready to be managed with the support of a retiring managing partner who can be on call 1-2 days per week if required for more complex matters.

Please send your expression of interest to Kylie Hammond CEO Board Portfolio via email [info@boardportfolio.com.au](mailto:info@boardportfolio.com.au) or ring 0419 907 088 for a confidential discussion.

Ref: LAWPRACDI



EXCLUSIVE OPPORTUNITY

## ConnectShopping

### B2B Online Retail Organisation

Advisory Board & Non-Executive Directors | National | Paid

Director Institute have been mandated to assist this organisation appoint Non-Executive Directors and to build an advisory board to assist rapid growth.

ConnectShopping is a technology platform that facilitates on-line sales for multiple Retailers to an aggregated market of Buyers. A Retailer can set-up its own on-line store quickly and at low cost. Buyers can search the full range of products from all participating Retailers.

The ConnectShopping platform groups the Retailers' products into Vertical Markets by product categories, such as Furniture, Appliances, Clothing, etc, of which there are over 20. Within each Vertical Market, ConnectShopping functions similarly to a seek.com.au, realestate.com.au, or a carsales.com.au.

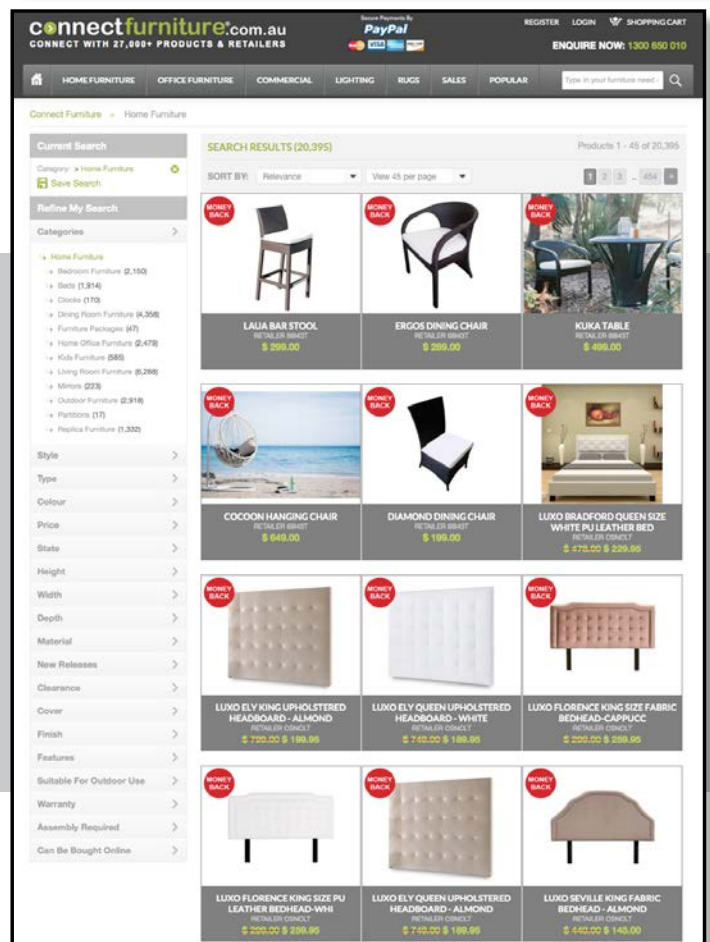
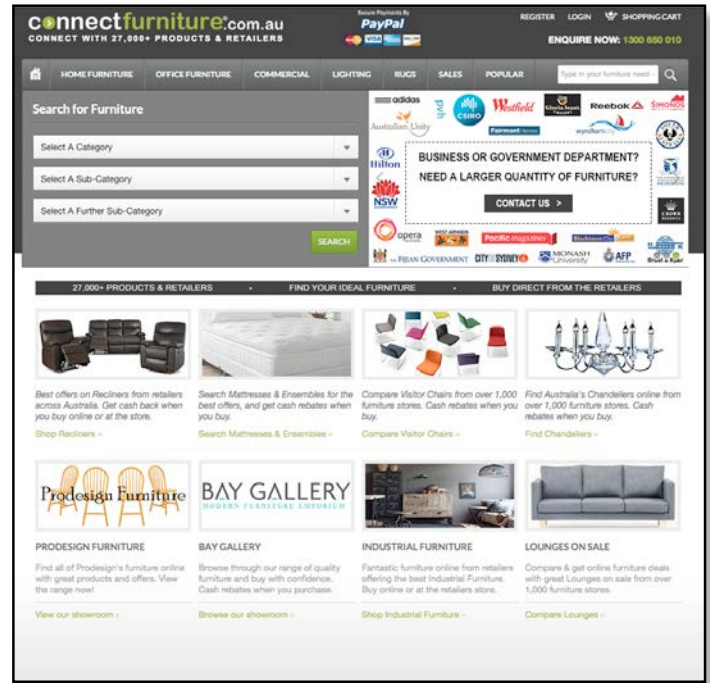
This exciting B2B site presents a new way for retailers to promote and sell their products. About to undergo major expansion, this organisation currently experiences major success already within one key vertical retail market.

The benefits of this business include:

- A low cost highly leveraged business model that is poised for rapid growth
- The site presents a new paradigm where a buyer can see an extensive range of products from a full range of retailers
- Currently the site has over 300 retailers that attract over 2 million visitors annually
- The number of market places is set to expand rapidly via the automated shopfronts that retailers can set up
- In 4 years the organisation expects to generate \$750M in retail sales which will provide it with \$60M in revenue
- The company is looking for an exit in about 4 years which is 20 times the current valuation

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

Ref: CONSHKH



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.

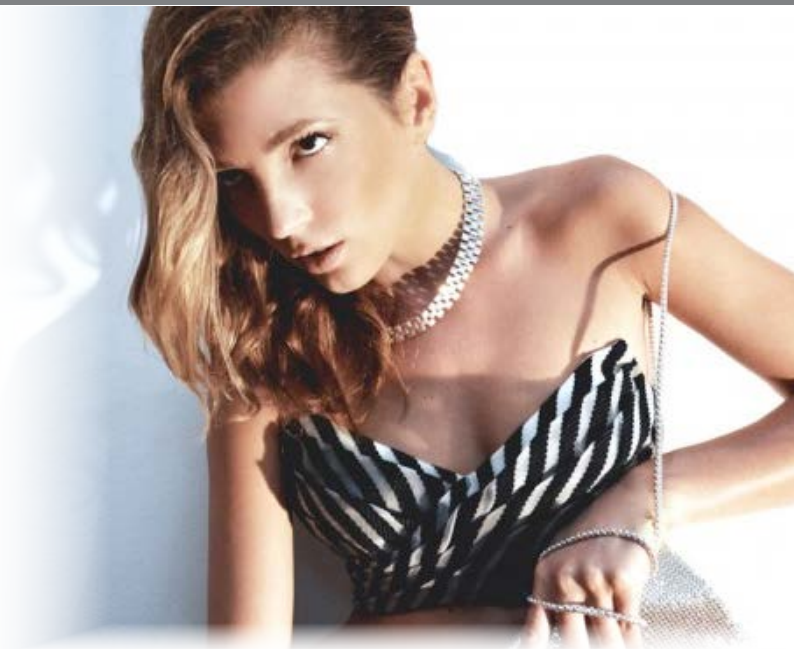
Now almost 60 years since it's original launch into the global market, GLOMESH is back.

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 a Orotan and Mimco and international brands such a 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

**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

**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

## 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

## 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](mailto: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](mailto:info@directorinstitute.com.au)

Ref: ITCONSKH



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

**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](mailto:info@directorinstitute.com.au)

Ref: VELKH

**EXCLUSIVE OPPORTUNITY**

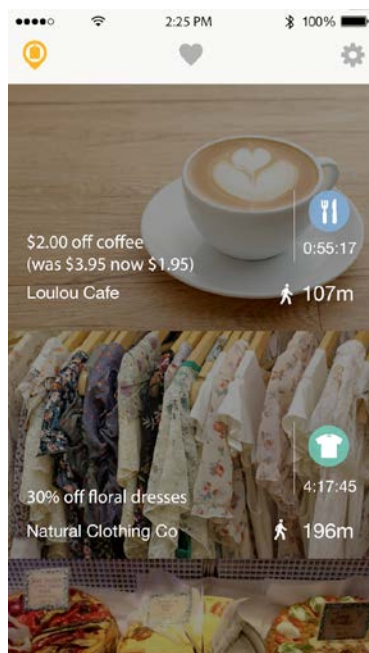


**Loocl is a mobile based buyer acquisition tool connecting local sellers with buyers close by in near real-time.**

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 monetisation 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

**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



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



## Lakemba 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

iMAGECLOUD 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](http://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](http://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](http://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 Store. Search. Share.

## 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 Lambie, 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



## 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](mailto: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 skin care 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

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## 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](mailto: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.

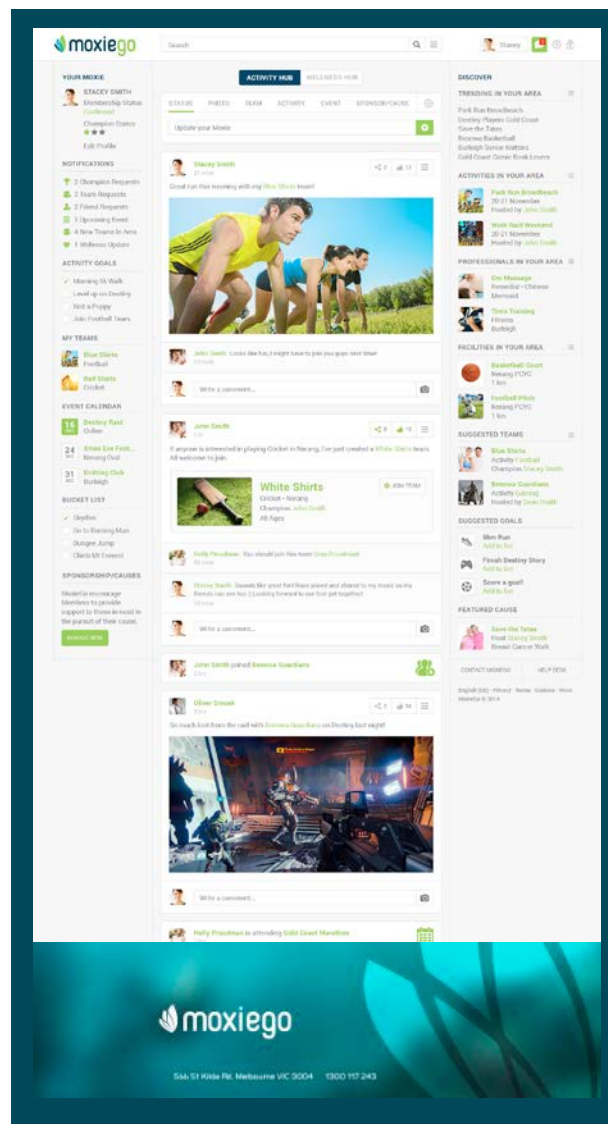
The platform also enables organisations, governments and state and local councils to connect with these groups (based on geo targeting) to provide related services and products and attract patronage for activities, events, sponsorship and cause related initiatives and wellness programs.

**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/](http://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 <a href="mailto:glendaalitto@bigpond.com">glendaalitto@bigpond.com</a>
Cobden Cemetery Trust	Joanne Beard <a href="mailto:jobeard78@yahoo.com.au">jobeard78@yahoo.com.au</a>
Cohuna Cemetery Trust	Joy Cassidy <a href="mailto:cohunacemetery@gmail.com">cohunacemetery@gmail.com</a>
Corop Cemetery Trust	Denise Acocks <a href="mailto:forres1@bigpond.com">forres1@bigpond.com</a>
Elmore Cemetery Trust	Ken Wills 0418 326 867
Glengower Cemetery Trust	Albert Culvenor (03) 5476 6215
Harrow Cemetery Trust	Robert Heaney <a href="mailto:bear276@hotmail.com">bear276@hotmail.com</a>
Inverloch Cemetery Trust	Joan Ginn <a href="mailto:joanginn@tpg.com.au">joanginn@tpg.com.au</a>
Kingower Cemetery	Arleen Reimers (03) 5438 8223
Lakes Entrance Cemetery Trust	Rhonda Bassett (03) 5155 1100
Moe Memorial Cemetery Trust	Tanya Mussared-Horne <a href="mailto:moememorialpark@bigpond.com">moememorialpark@bigpond.com</a>
Nhill Cemetery Trust	Alexander Graham <a href="mailto:alex@mulhallens.com.au">alex@mulhallens.com.au</a>
Tyaak Cemetery Trust	Beverley Bullen <a href="mailto:beverleybullen@activ8.net.au">beverleybullen@activ8.net.au</a>
Warragul Cemetery Trust	Hedley Mann <a href="mailto:warragulcemeteries@dcsi.net.au">warragulcemeteries@dcsi.net.au</a>
Wodonga	Lia Carle <a href="mailto:cemtrust@bigpond.net.au">cemtrust@bigpond.net.au</a>
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**

Paterson Street Hilltop Reserve Trust	31 July
Adaminaby Golf Course Reserve Trust	26 August
Towrang Recreational Reserve Trust	28 August
Mount Russell Recreation Reserve Trust	28 August
Yates Park Trust	28 August
Wardell Recreation Ground Trust	29 August
Auburn Vale Recreation Reserve Trust	28 August
Mangrove Creek Recreation Reserve	4 September
Ingleba Public Hall Trust	27 August
Kingstown Public Hall Trust	28 August

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](mailto:reserves@crowmland.nsw.gov.au). For more information you can also visit the website [http://www.lpma.nsw.gov.au/trusts/join\\_a\\_trust](http://www.lpma.nsw.gov.au/trusts/join_a_trust)



**SUMMARY OF EXTERNAL OPPORTUNITIES**

COMPANY	OPPORTUNITY	CLOSING	PAGE
Defence Bank	Director	31 July	71
Pony Club Australia	Director	31 July	71
Australian Dental Council	Board Member	21 Aug	72
Rural Business Support Board	Board Member	20 Aug	72
Camcare Board of Governance	Board Member	3 Aug	73
Consumers of Mental Health WA	Non-Executive Director & Chair	3 Aug	73
Caufield Park Community Financial Services Ltd	Director	15 Sep	74
Fraser Coast Community Enterprise Ltd	Boafrd Member	6 Aug	74
Engineers Australia	Director x 2	31 Jul	75
PKKP Trust Decision Making Committee	Member	7 Aug	75
The Optometry Council of Australia & New Zealand	Board Members	7 Sep	76
Basketball Australia	Multiple Board Members	12 Aug	76
Sports Taekwondo Queensland	Independant Chair	27 Aug	77
Girl Guides Australia	Non-Executive Director	31 Jul	77
Melanoma Patients Australia	Director	31 Jul	78
Gymnastics Australia	Director	31 Jul	78
Boots For All	Board Member	31 Aug	78
Shelter WA	Board Member	26 Sep	79
Midnight Basketball	Board Member	8 Sep	79
Scope (VIC) Ltd	Non-Executive Director		80
Women's Alcohol & Drug Advisory Centre	Director & Secretary	21 Aug	80
Australian Womensport & Recreation Association	Directors x 3 & President	21 Aug	81
Beaumaris Community Financial Services Ltd	Director	17 Aug	81
Select Oyster Company P/L	Director	31 Aug	81
NSW State Parole Authority	Community Members	6 Aug	82
NSW Youth Advisory Council	Council Members x 2	31 Aug	82
Victorian Assisted Reproductive Treatment Authority	Member	3 Aug	83
Ambulance Victoria	Board Directors	2 Aug	83
Department of Racing & Gaming - Racing & Wagering West Australia	Director	24 Aug	84
Wollongong City Council Corporate Governance Committee	Member	9 Aug	84
NSW Local Land Services	Chair of Chairs	23 Aug	85
Electric Line Clearance Consultive Committee	Members	9 Aug	85

COMMERCIAL  
OPPORTUNITIES

JULY 2015



## Defence Bank

### Defence Bank

**Director | National | Paid**

Defence Bank has been serving the Defence Community for 40 years and is one of Australia's larger member owned banks, with in excess of 90,000 members and more than \$1.5 billion in assets under management.

Defence Bank is committed to continuous improvement and strengthening our corporate governance to best meet the financial services needs of current and former members of the Australian Defence Force along with their families and the broader Defence Community.

Due to two pending retirements, Defence Bank are seeking expressions of interest from suitably qualified and experienced candidates for the role of Non-Executive Director. The Board is involved in the approval of strategic business plans as well as key performance targets.

The successful candidates will have the relevant expertise to constructively contribute to the strategic direction of Defence Bank, actively contribute to Board discussions and decision making and will be active on various Board Committees as required.

Both roles will be offered with a three-year fixed term contract, subject to formal annual reviews and fit and proper assessments. Upon successful appointment, the roles will commence in late November 2015.

To request an Information Pack please complete our Expressions of Interest application form at <https://app.revelian.com/defencebankboard/>

Further enquiries can be directed to the Executive Assistant to the Managing Director and CEO an (03) 8624 5872.

More information about the opportunity can be found on the Job Board Ref: DBDDI

Opportunity closes on 31st July 2015



## PONY CLUB AUSTRALIA

### Pony Club Australia (PCA)

**Director | National | Expenses**

Pony Club Australia currently has one casual vacancy on the PCA Board for an elected Board member. The PCA Board is calling for nominations to fill this casual vacancy.

Nominations are open to any interested Pony Club Australia member. A member of your State must endorse nominations. Nominations received will then be voted on by the State Delegates if there are more nominations than positions vacant.

Nomination form and further information is can be accessed via the Job Board Ref: PCADI

Opportunity closes on 31st July 2015





## Australian Dental Council

### Australian Dental Council

**Board Member – Consumer Representative | Board Member | National**

An expression of interest is sought from suitably qualified and experienced persons for directorship of the Australian Dental Council (ADC) Board.

The Australian Dental Council (ADC) is an independent not-for-profit company limited by guarantee formed in 1993. Under the National Registration and Accreditation Scheme, the ADC has been appointed by the Dental Board of Australia (DBA) as the designated independent accreditation authority for the Australian dental professions.

The community representative must be able to represent the views and opinions of members of the wider community. They should also possess qualifications and/or experience rendering them suitable for appointment.

A community representative must not at any time have been registered as a dental practitioner or have a direct professional involvement with the clinical practice of dentistry / oral health.

Expressions of interest must address the Selection Criteria which are available upon request from Ms Nicole Varrasso on (03) 9657 1777

All expressions of interest should be sent to:  
Australian Dental Council  
PO Box 13278  
Law Courts Vic 8010  
Or should be emailed to [nicolevarrasso@adc.org.au](mailto:nicolevarrasso@adc.org.au)

The opportunity closes on 21st August 2015.



## RURAL BUSINESS SUPPORT

INCORPORATING RURAL FINANCIAL COUNSELLING SERVICE SA

### Rural Business Support Board Member

**Board Member – General | South Australia | Paid**

RBS is a specialist rural business support service with skilled staff and expert board committed to supporting primary producers and rural businesses. The core role is to provide the rural financial counselling service in South Australia. In recent years RBS has broadened its activities to assist in maintain a sustainable and resilient primary industries sector.

For a position description, information pack or any further inquiries please contact Julie Arbery - Executive Assistant at RBS on (08) 8364 2577 or email applications to [executiveassistant@ruralbusinesssupport.org.au](mailto:executiveassistant@ruralbusinesssupport.org.au).

Please note, all interviews will be conducted in Adelaide.

Opportunity closes on 20th August 2015.





NOT FOR PROFIT  
OPPORTUNITIES

JULY 2015

**Camcare Board of Governance**  
**Board Member | Melbourne | Unpaid**

Camcare provides services to assist people from the Boroondara and neighbouring areas who are facing personal hardship or challenging life circumstances.

Camcare has a Board of Governance drawn from skilled and capable people who live in or have an association with the Boroondara community. The Board comprises up to 11 members from various professional backgrounds who volunteer to contribute to the governance of the organisation involving strategic planning, risk management and oversight of Camcare's organisational development and performance.

We are seeking expressions of interest from people who can contribute to Camcare's governance function for an initial term of up to three years commencing from the AGM to be held on 28 October 2015. This year's recruitment is particularly seeking people who are interested in contributing to the Board and have skills, knowledge and experience in fundraising and marketing, campaigning, lobbying and advocacy. The Board also wishes to strengthen further its capability in accounting and financial management.

So as to reflect more closely the populations we serve, persons of culturally and linguistically diverse backgrounds and young people are encouraged to apply.

If you are connected with the local community, as a resident or through business, volunteering or have experience in Board strategy and development, and can offer the skills that the Board is seeking, please download and complete the form (link provided via the Jobs Board) and email to [glavender@camcare.org.au](mailto:glavender@camcare.org.au) or mail to Geoff Lavender, President Camcare, 51 St Johns Avenue, Camberwell 3124.

Expressions of interest are to be submitted by Monday 3 August 2015.

Ref: CAMCAREDI



**Consumers of Mental Health WA (CoMHWA)**  
**Non-Executive Director and Chair | WA | Unpaid**

Consumers of Mental Health WA Inc (CoMHWA) is the peak body representing consumers of mental health services in WA. We are a not-for-profit charitable organisation led for and by consumers. Our core purpose is to coordinate, promote and support the consumer voice within mental health services and community.

We are currently seeking expressions of interest from suitable candidates seeking to make a difference in mental health through bringing their leadership to our governance team, including Non-Executive Directorship and Non-Executive Chair positions.

The role requires attending approximately twelve Board meetings annually plus General Meetings of the Members including AGMs and serving on Board subcommittees as required. Attendance at functions with stakeholders and participation in Board development workshops is also expected.

Successful candidates will go through a selection process with the Board in preparation for AGM nominations and member election in late October. Expressions of interest should be forwarded to: [admin@comhwa.org.au](mailto:admin@comhwa.org.au) with the subject heading: Non-Executive Director. For more information Ref: COMHWADI

Opportunity Closes on 3rd August 2015



**Caulfield Park Community Financial Services Ltd  
(Caulfield Bank Branch of Bendigo Bank)**

**Director | VIC | Expenses**

Caulfield Park Community Financial Services Ltd (trading as Caulfield Park Community Bank Branch, a Bendigo Bank franchise) was established in 2004. It focuses on local community projects that help encourage and support sustainable and profitable growth for its shareholders. Since opening, the branch has contributed around \$800,000 in grants and sponsorships back into the community.

The company now seeks to appoint a new director to join the board, to help build the business and to continue to deliver vital financial support to our community.

As a director you will be expected to attend board meetings once a month and be a member of at least one of the board sub-committees (Finance and Audit, Human Resources and Community Grants). You are expected to attend functions in line with the strategic direction of the business and to represent the company, make presentations and speak on behalf of the company.

Directors are expected to contribute at board meetings and to question and / or advise where necessary. You will be provided with board reports prior to meetings and are expected to have read and prepared questions and or comments prior. Director training will be provided.

As an ambassador for the bank, you must be committed to our business, which includes using our banking facility personally and actively recommending it to others.

Directors will be required to undergo a police check and sign a confidentiality agreement with Bendigo Bank.

If you have any enquiries about the role, please contact the Chairman, Kate Ashmor, on phone: 0403 334 245 or via email [apply@caulfieldparkbank.com.au](mailto:apply@caulfieldparkbank.com.au).

To apply, please submit a detailed cover letter and resume to the Chairman, Kate Ashmor, via email: [apply@caulfieldparkbank.com.au](mailto:apply@caulfieldparkbank.com.au).

For more information please visit the Jobs Board Ref: CPBBD1.  
The opportunity closes on 15th September 2015.

**Fraser Coast Community Enterprise Ltd (Hervey Bay  
Community Bank)**

**Board Members | QLD | Expenses**

Fraser Coast Community Enterprise Ltd operates the Hervey Bay Community Bank(R) Branch under franchise with the Bendigo and Adelaide Bank. It has seen steady growth over the past few years despite difficult economic conditions and we are seeking individuals to help grow it further.

The board seeks individuals with a passion for community involvement who are looking for an exciting project that offers the opportunity to network with other community minded, business people. Not only will you help shape the future of the company but the broader Fraser Coast community.

The board's focus is to provide administrative and strategic direction for the company and to ensure that the support offered to the local community results in positive outcomes.

Please note that with a parent as a publicly listed company we have a range of regulatory requirements to meet and full training will be offered to ensure a smooth transition is achieved.

Whilst we welcome applications for all members of the community, we would be particularly interested in speaking with someone showing experience in marketing / media relations and human resources.

Although all positions are voluntary, any out of pocket expenses are reimbursed.

For further information please contact Peita Bates, Company Secretary on 0417 960 909.

To apply, please submit a resume and covering letter describing your motivation for applying for the position to [secretary@bankcommunity.com.au](mailto:secretary@bankcommunity.com.au).

The opportunity closes on 6th August 2015.



## ENGINEERS AUSTRALIA

### **Engineers Australia**

**Directors x 2 | National | Paid**

Engineers Australia is an organisation where many members contribute their knowledge and time to provide leadership in many key areas. In accordance with governance processes, nominations and elections is your chance to get involved.

The call for nominations is held every year. Eligible members may nominate for Board Directors, Division Committee and College Boards vacancies.

Voting is managed by an External Service Provider, BoardRoom Pty Limited, and Engineers Australia Chief Executive Officer Stephen Durkin FIEAust as the Returning Officer. Elements of the nomination process are also managed by the External Service Provider.

The Division Committee and College Board Nomination and Election period will operate from Monday 15 June to 5.00pm AEST Friday 2 October 2015 across all Divisions.

The Board Director Nomination period will operate from Monday 15 June 2015 until 31 July 2015. The candidate assessment process and election timetable can be found on the Board Directors page.

The nomination process will be online only. Candidates who are unable to complete the nomination process online should contact their Division Office for assistance. Please note the nominee must NOT be the same person as the proposer or seconder.

For more information on how to apply visit  
<https://www.engineersaustralia.org.au/elections>

Opportunity closes 31st July 2015

### **PKKP Trust Decision Making Committee**

**Member | National | Banking | Paid**

The PKKP Charitable and Direct Benefits Trusts were established in April 2015 to benefit the Puutu Kunti Kurrama Pinikura People.

The PKKP People and Perpetual are seeking the services of an Independent Member to join the Decision Making Committee of the Trusts. The Independent Member will provide financial management and corporate governance advice and support in relation to the trusts and act as a mentor to members of the Decision Making Committee on financial and corporate governance matters.

Remuneration is \$1200 per meeting. Travel and accommodation expenses are covered.

The successful applicant must, among other things, demonstrate that they:

- Are independent;
- Have a minimum of 3 years experience as a director or in a professional, financial or business management role;
- Have no previous convictions in relation to a fraud offence; and
- Have not been disqualified from managing Corporations or doing anything else contemplated by the role of an Independent Member under the Corporations Act or any other applicable law.

In addition, the following criteria are desirable:

- Previous experience in working with Aboriginal communities;
- Experience working with the administration of charitable and other trusts; and
- Willingness to undertake cultural awareness training.

Location: Pilbara, Western Australia

Please email your Expression of Interest, including a CV and cover letter, to [shari.freeman@perpetual.com.au](mailto:shari.freeman@perpetual.com.au)

Opportunity closes on 7th August 2015.

Ref: PKKPD1



**The Optometry Council of Australia and New Zealand (OCANZ)**

**Board Members | National | Paid**

The Optometry Council of Australia and New Zealand (OCANZ) was established in 1996 with support of the optometrists registration boards in Australia and New Zealand, the Heads of the Optometry Schools, Optometry Australia, and the New Zealand Association of Optometrists. OCANZ is not for profit organisation and a company limited by guarantee.

OCANZ has two core functions – (1) Assessment of overseas optometry qualifications through competency-based written and clinical examinations for international optometrists and (2) Assessment, for the purposes of accreditation, of the Australian and New Zealand optometry courses.

A skills-based Board of Directors governs OCANZ and has overall responsibility for pursuing the objectives of OCANZ, determining OCANZ's strategic direction, and supporting and monitoring implementation of OCANZ's activities. The Board is the decision-making and policy setting body. It is also responsible for the financial viability of OCANZ and ensuring compliance with the statutory requirements applicable to a company and accreditation authority.

Nominations are now invited from suitably qualified and experienced persons for up to four vacancies on the Board for a term of up to three years, effective December 2015.

The selection criteria will take account of the nominee's expertise in education, finance, governance and/or optometry.

Interested persons should contact Ms Sian Lewis, Executive Officer, on (03) 9670 3173 or email [s.lewis@ocanz.org](mailto:s.lewis@ocanz.org) for further information. The closing date for nominations is 12.00 pm (AEST) on Monday 7 September 2015.



**Basketball Australia (BA Limited)**

**Multiple Board Members | National | Expenses**

Three candidates are required by Basketball Australia (BA Limited) to fill the three vacancies on the seven-member Board. These vacancies are for a four-year term. The Election of Directors will take place as part of the Annual General Meeting on November 21st 2015.

Basketball Australia is the governing and controlling body for the sport of basketball in Australia and is located in South Melbourne, Victoria. Basketball Australia runs the WNBL, SEABL, national wheelchair leagues, national teams and national junior championships.

There are three vacancies - two to be elected at the AGM and one to be appointed by the board after the AGM. Two of the retiring directors are expected to re-nominate.

For more information about policies and by-laws of Basketball Australia please see the Director Institute jobs board.

Candidates wishing to put themselves forward for consideration should provide a cover letter, nomination form and a resume to be emailed to: Ms Jaele Patrick, BA Administration Coordinator or email: [Jaele.Patrick@basketball.net.au](mailto:Jaele.Patrick@basketball.net.au). The opportunity closes on 12th August 2015.

For more information see Jobs Board Ref: BADI





## **Sports Taekwondo Queensland**

**Independent Chair | QLD | Voluntary (honorary considered)**

We are a strong association of clubs covering all of Queensland. An accredited Taekwondo head instructor leads each STQ club. This ensures that all players, regardless of their skill level receive the best and most up-to-date Taekwondo training. We now seek expressions of interest from a Board Director who is interested in taking the next step to become Chair.

We seek someone with skills that may include:

- Business, Start-ups
- Consulting / Strategy
- Governance / Company Secretarial
- Leadership
- Mergers & Acquisitions

The ideal candidate will be someone who will have the following Key Attributes:

- Provide leadership, motivation and directional focus and be a strategic, forward thinker
- Be an excellent communicator, good at listening and mediation, and have excellent interpersonal and management skills as well as a thorough knowledge of meeting and debating procedures
- Have experience to undertake a leadership role in a not-for-profit, volunteer-based organisation, with a good understanding of financial statements and administration needs (including reasonable computer skills)
- Know legal and governance requirements of organisations, current issues and constitutions and be able to ensure that requirements are met
- Ensure transparency, professionalism and accountability are maintained at all times
- Be independent of any business dealings with either organisation, current board members or organisation personnel.

Candidates are asked to submit a one-page cover letter, along with an updated Board CV.

Please submit an expression of interest by email to BOTH email addresses [info@tkdql.com](mailto:info@tkdql.com) and [treasurer@STQinc.com.au](mailto:treasurer@STQinc.com.au) by 27th August 2015. Ref: STQDI

## **Girl Guides Australia**

**Non-Executive Director | National | Expenses**

The Board of Girl Guides Australia is the peak policy setting, strategy and ownership body for the entire 30,000 member of Australian Girl Guiding. The purpose of a GGA Director is to contribute and be accountable for the governance of Girl Guides Australia

This call for EOI for the GGA Board comes at a crucial time for the Guiding movement in Australia. 2015 is the first year of a new five year strategic plan and the Board have approved an ambitious work program to realise its vision.

Candidates will be selected on:

- Capacity to provide skills to support the realisation of the National Strategic Plan
- Capacity to fulfill the requirements of the Position Description
- Willingness to support the ethos and vision of Girl Guiding in Australia and, the World Association of Girl Guides and Girl Scouts

GGA is keen to hear from interested parties who:

- Demonstrate commitment to the vision and ethos of Australian Girl Guiding and the world movement
- Are supportive of the agreed strategic plan and business plan
- Have experience in providing strategic oversight and in making governance level decisions
- Have a working appreciation and understanding of the requirements and responsibilities of sitting on the national board of a federated not-for-profit organisation

GGA is seeking persons with the following skills:

- Fundraising and corporate partnerships
- Marketing, communications and public relations
- Digital
- Legal expertise
- Strategy and corporate governance (preferred)
- Accounting (preferred)

Directors also need to demonstrate commitment to the National Code of Conduct (including Promise and Law) and will be asked to sign off on privacy policies and to meet all regulatory requirements.

Interested parties should contact the CEO and Company Secretary Kit McMahon by email - [kit@girlguides.org.au](mailto:kit@girlguides.org.au) in the first instance to secure information pack and, facilitate the answer to any queries. For more information about the application process and key skills click [here](#).

Once application is received it will be forwarded to the GGA Nominations Committee for evaluation. Candidates should note that an interview with the nominations committee (which includes the Chair of the Board) would also be a part of the evaluation process.

Opportunity closes on 31st July 2015



## Melanoma Patients Australia

### Melanoma Patients Australia (MPA)

**Director | QLD | Unpaid**

Melanoma Patients Australia (MPA) is a national patient driven organisation that provides support, information, and community for patients, family, friends and their carers. MPA was launched on 6th July 2006 by then Governor of Queensland, Her Excellency Quentin Bryce AC.

MPA has grown in strength and numbers and is now one of the most respected melanoma patient advocacy groups in Australia. MPA is the only patient driven non-profit organisation that offers a national network of support and information to patients, their families, carers, and friends, about melanoma prevention, diagnosis, management and treatment.

MPAs full board meets every second month in Brisbane with sub-committees (Governance and Nominations, Risk & Audit, Strategy and Revenue) meeting on alternate months.

For more information about the opportunity please visit the Jobs Board Ref: MPADI

Opportunity closes on 31st July 2015.



## Gymnastics Australia

### Gymnastics Australia

**Director | National | Unpaid**

The Gymnastics Australia Board provides leadership and governance over the operations of Gymnastics Australia. The Board is composed of five Elected Directors and two Appointed Directors, based on alternating two-year terms.

Major responsibilities of the Board :

- Leadership and management of the Gymnastics Australia business.
- Oversight of management's implementation of the organisations strategic plans and review where necessary.
- Formulation and oversight of policies and procedures.
- Financial management, including adoption and oversight of the annual budget.
- Oversight of program planning and evaluation.
- Personnel evaluation and staff development.
- Review of organisational and programmatic reports.
- Promotion of the organisation.
- Fundraising and outreach.

For more information about the opportunity visit the Job Board Ref: GYMADI

Please send your CV and a covering letter to Holly Baker, hbaker@gymnastics.org.au

Opportunity closes on 31st July 2015.

### Boots For All

**Board Member | National | Unpaid**

Boots For All is actively seeking volunteer Board members to fill vacancies on the Board. Financial expertise or marketing skills in the NFP sector would be highly regarded. Previous Board experience is not a prerequisite.

Boots For All is a not-for-profit organisation breaking down barriers to sport by collecting quality, new and near-new sporting equipment for redistribution to disadvantaged teams across Australia.

The role of the board is to support the committee, staff and volunteers in the implementation of strategies to achieve the mission of the organisation.

The key responsibilities of this role include:

- Attendance at monthly Board meetings and AGM
- A time commitment of 5-8 hours per month
- Be informed of the work of Boots For All and publicly support and promote it
- Appropriate awareness and review of all relevant operational and financial matters

Please contact Boots For All's CEO, Joanne Rockwell on 1800 752 227 or on info@bootsforall.org.au for any further information or to express interest in joining the Boots For All Board.

The opportunity closes on 31st August 2015



**Shelter WA**

**Board Member | Western Australia | Voluntary**

Shelter WA is the NFP peak body for social and affordable housing in Western Australia. Shelter WA provides policy advice to government, undertakes stakeholder engagement across the whole of WA, and works to influence the development of social and affordable housing and the elimination of homelessness.

We are seeking expressions of interest from board directors with skills or expertise in one or more of the following areas; and an interest in social and affordable housing and reducing homelessness.

- Architecture / Design
- Building / Trades
- Law
- Town Planning

Please send your updated Board CV and covering letter to Leanne Strommen, Shelter WA Chair, [chairperson@shelterwa.org.au](mailto:chairperson@shelterwa.org.au) by 26th September, 2015.



**MID BASKET  
NIGHT BALL**

**Midnight Basketball**

**Board Member | National | Unpaid**

Midnight Basketball Australia is a harm prevention charity that runs a national social inclusion program to protect 'at risk' youth from harm and help identify and embrace positive opportunities. Dinner, compulsory life skills workshops and tournament basketball games are run in stadiums on Friday or Saturday nights from 7.30pm till midnight, followed by a bus home, providing a safe and motivating environment. Our first Midnight Basketball program was in Redfern Sydney in 2007 and due to its success the program now runs across the country.

Midnight Basketball is open to youth aged 12 to 18 years.

Through a combination of basketball tournaments and life skills workshops, we aim to offer an intervention that:

- Contributes to community and individual capacity building,
- Engages a diverse social mix of young people in its programs,
- Is sustainable over time.

In meeting these aims Midnight Basketball Australia believes it will make a positive contribution to:

- Providing young people with a safe, healthy and positive environment at times when they may be vulnerable to harmful and anti-social behaviour;
- Combating drug, alcohol and other physical abuse by young people;
- Supporting the learning needs of young people and providing them with encouragement to participate in mainstream society and their local community;
- Providing positive role models and reinforcing the importance of self esteem among young people;
- Diverting young people in areas of need from the risk of anti-social and criminal behaviour.

We are now looking for a new board director to join our Board and seek applications from individuals with expertise in either:

- Advertising
- Consulting / Strategy
- Fundraising
- Indigenous Affairs

For more information or to submit your application of interest please contact Jonathon Wolfe on 0418466345 or email [Jonathon.wolfe@midnightbasketball.org.au](mailto:Jonathon.wolfe@midnightbasketball.org.au) by 8th September 2015.



FOR PEOPLE WITH A DISABILITY

**Scope (VIC) Ltd**

**Non-Executive Director & Committee Members | VIC | Voluntary**

Scope is one of the largest not for profit disability service providers in Australia, with the Mission "to enable each person we support to live as an empowered and equal citizen".

Scope was founded in the 1940s as the Spastic Childrens Society of Victoria by parents of children with cerebral palsy who were seeking to deliver better lives and outcomes for their children. Scope continues to be a member-based organisation, and today supports over four thousand adults and children across Victoria. Scope operates from 97 locations and in communities throughout the state, and employs over 1,870 people including supported employees.

Many of the people Scope supports have complex disabilities, including multiple physical, cognitive and communication disabilities.

Scopes services include early childhood intervention, supported accommodation, day and lifestyle programs, respite, individual support, and supported employment. Scope delivers an extensive program of allied health therapies including physiotherapy, occupational therapy, speech pathology and psychology.

Scopes Board is comprised of both appointed and elected directors. Scopes Board currently operates with 10 directors. All Board members are volunteers.

The Board has also established a number of Board committees, to support the role of the Board. These include the Risk & Audit Committee and the People & Governance Committee.

Scope seeks expressions of interest from potential new Directors and Committee members. Candidates should (ideally) have:

1. Completed the AICD company directors course (or equivalent)
2. Prior Board or Committee experience, in the not for profit or corporate sector
3. Strong financial literacy
4. The capacity to commit and contribute to a role with Scope including the time to prepare for and attend monthly Board meetings and to contribute on an ad hoc basis outside formal Board meetings, for example as a Board representative at Scope events

An understanding of the disability sector would be an advantage, as would financial management experience (ideally at CFO level), public affairs or government experience, IT or HR skills.

For a confidential discussion, please contact Scopes General Counsel & Company Secretary, Catryn Tuckwell, at [ctuckwell@scopevic.org.au](mailto:ctuckwell@scopevic.org.au) or on (03) 9843 2016.

**Women's Alcohol & Drug Advisory Centre (WADAC)**

**Director & Secretary | NSW | Unpaid**

The role of the Board is to provide strategic guidance to WADAC and its controlled entities, and effective oversight of management. The Board is the guardian for the founding purpose for which WADAC was established and is accountable to members for pursuit of that purpose and the performance of Jarrah House.

WADAC currently consists of seven members with a capacity of nine members. Our legal representative is resigning after twelve months due to her work commitments. Hence we are looking to fill this position.

The role of this position on our Board would be one of an advisory capacity. We deal with Government contracts/funding and would require someone with legal qualifications to be able to look over contracts before the organisation signs off on them and also to offer our organisation legal advice where required. It would also help if you have knowledge around governance but not essential. Previous board experience would be advantageous but not essential.

Please email expressions of interest to Lisa Matthews (President) WADAC at Jarrah House to [lisamat254@gmail.com](mailto:lisamat254@gmail.com) by 7th August 2015.

Opportunity closes on 21st August 2015.







**Australian Womensport & Recreation Association**

**Directors x 3 & President | National | Expenses**

The focus of the role is development and growth of AWRA in order to fulfill its objectives, through good governance based on best practice principles and adherence to all legal requirements.

Nominees can elect to nominate for positions of President and/or Board Director. A position description for the President is available. [Click here.](#)

The AWRA Board is a hands-on operational Board, and Directors are expected to commit at least 6-10 hours per month on AWRA business. Directors will be asked to also participate in one or more sub-committees.

Nominees must be financial members of AWRA to nominate.

For more information please refer to the Jobs Board. Ref: AWRADI. Opportunity closes on 21st August 2015.

**Beaumaris Community Financial Services Ltd (Beaumaris Community Bank)**

**Director | VIC | Expenses**

Directors are responsible for the successful operation of the company and are subject to the same range of duties as a Director of any public company. As such, the position demands honesty, loyalty, care and diligence. The branch manager carries out the day-to-day management of the company.

The company is looking to appoint a new Director to its board with the following attributes:

- An energetic and enthusiastic person keen to help grow the business and engage with the community.
- An understanding of the legal responsibilities of a Director.
- A willingness to have an active involvement in the running of the company, including attending Board meetings, joining sub-committees and, from time to time, attend Director education programs run by the bank.
- A good local network within the Beaumaris / Black Rock community.
- Competent business acumen preferably with a level of expertise in marketing, accounting, legal or human resources that will contribute to the Boards skill set.
- Experience on boards, while desirable, is not essential.

This is a volunteer position with expenses paid upon approval by the board.

As an ambassador for the bank, you must be committed to our business, which includes using our banking facility personally and actively recommending it to others.

If you have any enquiries about the role, please contact Chris Shaw, via email [chshaw@optusnet.com.au](mailto:chshaw@optusnet.com.au) or phone 0417 393 223.

To apply, please provide a detailed cover letter and updated Board CV and send to the Secretary, Janina Puttick at [janina@maxbusiness.com.au](mailto:janina@maxbusiness.com.au) by 17th August 2015. Ref: BCFSDI

**Select Oyster Company P/L (SOCo)**

**Director | NSW | Expenses**

SOCo is a not for profit wholly owned subsidiary of NSW Farmers Association whose function is to manage the selective breeding program and distribution of selectively bred Sydney Rock Oysters.

Incorporated in 2004, its aim is to commercialise the research phase of the selective breeding program, managed by the NSW Department of Primary Industries.

The Boards Directors serve in a voluntary capacity and one member is also a NSW Farmers Association Oyster Committee member.

Expressions are invited from suitably qualified individuals for a Director position to commence in September 2015 for a period of 3 years.

Interested parties would be required to demonstrate an understanding of the areas listed below. Skills and experience in any or all of these areas would be highly regarded.

- Aquaculture, and the oyster industry and associated product processes
- Oyster hatchery and nursery management and production
- Developing research and development proposals
- Commercialisation of breeding programs in shellfish or other species
- Project management
- Financial management

Experience in designing and delivering genetic breeding programs in shellfish or other industries, stakeholder management, government liaison and marketing would be highly regarded.

Previous experience on boards is preferable but not essential.

Applications including a CV and cover letter to be sent to [messerl@nswfarmers.org.au](mailto:messerl@nswfarmers.org.au) - contact for inquiries is Emma Wilkie at [selectoysterco@gmail.com](mailto:selectoysterco@gmail.com) or 0402 677 534.

Opportunity closes on 31st August 2015. Ref: SOCODI

GOVERNMENT  
OPPORTUNITIES



**NSW State Parole Authority**  
**Community Members | NSW | Paid**

The NSW State Parole Authority (SPA) is an independent statutory authority governed primarily by the Crimes (Administration of Sentences) Act, 1999. The SPA's role is the protection of the community through determining whether offenders can be safely released into the community.

The Parole Authority makes decisions in relation to:

- The supervised, conditional release of offenders from custody when a sentence is greater than three years with a non-parole period, otherwise known as parole
- Determining if and how a parole order should be revoked
- Determining if and how an Intensive Correction Order, Home Detention Order or Periodic Detention Order is revoked.

Further information about the State Parole Authority can be found at [www.paroleauthority.nsw.gov.au](http://www.paroleauthority.nsw.gov.au)

Meetings are held during business hours, commencing from 8.30am. Members should anticipate that at least a day of reading is required for each meeting they attend. Members could anticipate attending at least one meeting a fortnight.

The SPA is located at the Parramatta Justice Precinct Offices, 160 Marsden Street, Parramatta.

Your application should include the following:

- A covering letter of no more than two pages,
- A curriculum vitae (CV/Resume) of no more than three pages, including the contact details of two referees
- Responses to the two questions (see Jobs Board Ref: NSWSPADI)

Applicants who cannot make the interview date (19 August 2015) should still apply. An alternative interview date may be possible, but not guaranteed. If further information is required that cannot be otherwise found on the website, please contact Libby Leaf on (02) 8688 3635.

Your application should be submitted electronically, no later than 11.59pm on Thursday 6th August 2015 to: [Amy.Manuell@dcs.nsw.gov.au](mailto:Amy.Manuell@dcs.nsw.gov.au)

**NSW Youth Advisory Council**  
**Council Members x 12 | NSW | Paid**

Applications are open for young people (12-24 years) to join the Youth Advisory Council. The new Council will be announced in November 2015.

The Council meets regularly throughout the year to provide advice to the Government and the Advocate for Children and Young People and to monitor and evaluate policies and legislation that affect young people.

Positions are remunerated.

The Council has twelve members who are appointed by the Minister for a period of 12 months. It is anticipated appointments will be announced in November 2015.

It is expected the Council will hold up to eight meetings per year. Council may also host consultations and forums

The Youth Advisory Council was established under the Advocate for Children and Young People Act 2014 to:

- Advise the Minister and the Advocate on the planning, development, integration and implementation of government policies and programs concerning young persons,
- Consult with young persons, community groups and government agencies on issues and policies concerning young persons,
- Monitor and evaluate legislation and government policies and programs concerning young persons and to recommend changes if required,
- Conduct forums, approved by the Minister, on issues of interest to young persons,
- Collect, analyse and provide the Minister and the Advocate with information on issues and policies concerning young persons.

No specific selection criteria other than 16-24 years of age. The application form requires a statement as to how applicant can contribute to the council.

Apply online at <http://www.acyp.nsw.gov.au/nsw-youth-advisory-council-information> (link)

Applications close on 31st August 2015.

Ref: NYACDI



**Victorian Assisted Reproductive Treatment Authority (VARTA)**

**Member | Victoria | Paid**

The Minister for Health, the Hon Jill Hennessy MP, is pleased to invite applications for the position of member of the Victorian Assisted Reproductive Treatment Authority.

This is an exciting opportunity to contribute to the governance of this independent statutory body established under the Assisted Reproductive Treatment Act 2008 (Vic) (the Act) and reporting to the Minister for Health. The Authority has a range of regulatory responsibilities including to administer the registration system for fertility clinics, monitor ART related activities and programs carried out under the Act, provide public education and community resources on ART and promote research on fertility related issues.

Further information about the Authority is available on the Authority's website located at: [www.varta.org.au](http://www.varta.org.au).

Any enquiries or requests for an information package (including application guidelines, position description and an application form), should be made to Nikolous Armstrong on (03) 9096 2860 or at the contact details below.

Completed applications with a covering letter should be emailed to [Nikolous.Armstrong@dhhs.vic.gov.au](mailto:Nikolous.Armstrong@dhhs.vic.gov.au) or mailed to: Mr Nikolous Armstrong, Project Officer, Assisted Reproductive Treatment, Health Review and Regulation Branch, Department of Health and Human Services, GPO Box 4541, MELBOURNE VIC 3001.

Applications must be received by Monday 3rd August 2015.



**Ambulance Victoria**

**Board Directors | VIC | Paid**

Ambulance Victoria delivers emergency medical response to more than 5.5 million Victorians. Reform and improvement of ambulance services is a key priority of the Andrews Labor Government to ensure more timely response and better patient outcomes. We are seeking highly qualified and experienced individuals to drive the implementation of key reforms to improve performance and organisational culture.

Board directors are responsible for the governance of Ambulance Victoria and are accountable to the Minister for Ambulance Services.

A diverse range of applications is sought, including from people living in rural and regional areas. The Victorian Government is committed to 50 per cent representation of women on newly appointed public sector boards.

Please note that once the board has been appointed, expressions of interest for a community advisory committee will be called for. The board will establish this committee.

Applications close at 5pm 2nd August 2015. For more information including how to apply visit [www.health.vic.gov.au/governance](http://www.health.vic.gov.au/governance). Info about applying at [www.health.vic.gov.au/governance](http://www.health.vic.gov.au/governance) Ref: AV/DI



**Department of Racing and Gaming – Racing & Wagering Western Australia Board**

**Director | WA | Paid**

Under the Racing and Wagering Western Australia Act 2003, nominations are sought for positions on the Racing and Wagering Western Australia (RWVA) Board of Directors.

As the peak racing body in Western Australia, RWVA provides strategic direction and leadership to the development, integrity and welfare of the States racing industry.

RWVA is the controlling authority of thoroughbred, harness and greyhound racing in Western Australia, and operates the TAB which has more than 300 off-course retail outlets, a call centre and online betting services.

Nominations for four board members are now being sought.

People with the following attributes are encouraged to apply:

- Experience in one or more of the following disciplines management, finance, business, commerce or information technology; Experience in rapidly changing commercial and or regulatory environments;
- Membership of relevant commercial organisations;
- Understanding of and interest in the racing industry;
- Strategic planning and leadership skills;
- High degree of integrity and standing within the community;
- Experience and skill in dealing with diverse stakeholders;
- Strong interpersonal skills;
- Understanding of current board procedures and corporate governance practices and principles; and
- Knowledge of, and experience in, regional development (Note: this is an essential criteria for at least one of the director positions).

Expressions of interest should be addressed to: RWVA Selection Panel C/o The Department of Racing, Gaming and Liquor PO Box 6119 EAST PERTH WA 6892  
Or should be sent via email to [seema.saxena@rgl.wa.gov.au](mailto:seema.saxena@rgl.wa.gov.au). Telephone: (08) 9425 1885 for more information.

Opportunity closes on 24th August 2015  
Ref: DRGWADI



**Wollongong City Council – Corporate Governance Committee**

**Member | NSW | Paid**

Wollongong City Council invites expressions of interest from persons with recent and relevant industry experience suitable to fill a vacancy as an independent member of Councils Corporate Governance Committee.

The role of the Corporate Governance Committee is to serve as an independent and objective party to assist Council in fulfilling its responsibilities in relation to corporate governance, management of its financial affairs, compliance with laws, ethical behaviour, and for risk management.

The role of the Committee includes -

- Reviewing and monitoring Councils financial performance against the Budget;
- Reviewing long term financial strategies developed by management;
- Reviewing any project proposals which involve significant expenditure or joint project delivery (e.g. joint venture);
- Reviewing the Councils progress against key performance indicators;
- Reviewing the Councils approach to: Managing conflicts of interest; Secondary employment policies; Fraud prevention strategies; Corruption risk management; Developing and maintaining staff awareness of ethical conduct, risk management and corruption prevention.
- Providing assurance to the Council that a comprehensive risk management plan is in place;
- Reviewing and monitor progress of Councils five year strategic plans;
- Monitoring the development of the Councils annual management plan; and
- Closely monitoring the risk management program to ensure a strong focus by management.

Councils Corporate Governance Committee is comprised of two Councillors and three independent members. The Corporate Governance Committee meets on at least four occasions each year.

The independent members of the Corporate Governance Committee are entitled to remuneration on the basis of a quarterly meeting fee as determined by the Council, currently \$543.75 ex GST for the 2015/2016. The meeting fee includes all expenses incurred by the independent member in relation to their responsibilities as member of the Committee and no additional allowances are paid - for travel or attendance at induction or other training sessions etc

Applications close on 9th August 2015

For more information on how to apply for this position please see the Job Board Ref: WOLLDI



## Local Land Services

### Local Land Services

**Chair of Chairs | NSW | Paid**

In this highly visible and hands-on role, your mandate will be to drive strategies that strengthen rural and regional communities through the delivery of quality localised services.

You will lead and coordinate the organisation, which comprises 11 Local Boards whose role includes the setting of strategic direction to achieve local and State priorities.

Combined, Local Land Services has an operational budget of \$180 million, a significant frontline workforce, and a single focus to see their customers thrive and succeed.

Working collaboratively with communities and other stakeholders, Local Land Services enables that success by assisting to devise and implement sophisticated, innovative and meaningful strategies which heavily influence the direction and delivery of major agricultural production advice, biosecurity, natural resource management and emergency management, and which support and enable a 'customer first' ethos of services provision.

Confidential enquiries can be directed to our Executive Search partner Allan Laurie/ Isabelle Truong at Boomerang Partners

To apply or request a candidate brief, please call Allan Laurie, or Isabelle Tuong on (02) 8922 7204 or email [resume@boomerangpartners.com](mailto:resume@boomerangpartners.com). The opportunity closes on the 23rd August 2015. For more information see the jobs board - Ref: LLSDI

### Electric Line Clearance Consultative Committee

**Members | VIC | Paid**

The Minister for Energy and Resources of the State of Victoria hereby advises that the current term of the members of the existing Electric Line Clearance Consultative Committee expires on 1 October 2015.

Nominations are now being sought from interested persons in the categories defined below to provide representation on that Committee for a further period not exceeding 3 years.

The Electric Line Clearance Consultative Committee is constituted under Part 8 of the Electricity Safety Act 1998 and is responsible for the provision of advice to Energy Safe Victoria regarding:-

- The preparation and maintenance of the Code of Practice for Electric Line Clearance; and
- Any other matter relating to the clearance of electric lines when referred to that Committee by the Minister or the Director of Energy Safety.

For further information about this opportunity please check the jobs board Ref: ELCCC

Opportunity closes on 9th August 2015.



LATEST BOARD NEWS

**INDEPENDENT OVERSIGHT FOR SUPERANNUATION INDUSTRY**

Governance Requirements for RSE Licensees: Proposed Amendments

The Government has recently released for consultation proposed changes to the Superannuation Industry (Supervision) Act 1993 (the SIS Act), which set out minimum independence requirements for boards of registrable superannuation entity (RSE) licensees (RSE licensees). The Government has indicated that the legislative changes are expected to take effect on 1 July 2016.

These changes will require RSE licensees to put in place, by the end of a three-year transition period, boards with at least one-third independent directors and an independent chair. The exposure draft Bill includes the following proposed provisions relating to independence:

A person is independent from an RSE licensee if the person:

- A. Does not have, and is not directly associated with a person who has, a substantial holding (within the meaning of the Corporations Act 2001) in the RSE licensee, or in another entity that is a member of the same group as the RSE licensee; and
- B. Does not have a material relationship with, and is not employed by an entity that has a material relationship with:
  - I. If the RSE licensee is a body corporate – the RSE licensee; or
  - II. If the RSE licensee is a group of individual trustees – any of the trustees; and
- C. Has not at any time in the last three years been an executive officer or director of a body corporate that has, or has at any time in the last 3 years, had a material relationship with:
  - I. If the RSE licensee is a body corporate – the RSE licensee; or
  - II. If the RSE licensee is a group of individual trustees – any of the trustees.

In addition to the above-proposed changes, APRA proposes to amend SPS 510 to:

- Require that a majority of both the Board Audit Committee and Board Remuneration Committee be independent directors;
- Require the chair of the Board Audit Committee and Board Remuneration Committee to be independent;
- Permit the chair of the board to also be the chair of the Board Remuneration Committee; and
- Remove the existing provision, which allows the chair of the board to also chair the Board Audit Committee where the chair is the only independent director on the board.

These amendments seek to ensure the maintenance of an appropriate level of independence on board committees.

The proposed amendments to the SIS Act are expected to commence on the 1st July 2016. All existing RSE licenses will be given three years

to transition to meet the new requirements. During this transition period, the RSE licensee must ensure ongoing compliance with new governance requirements including that the board has the range of skills needed for the effective operation of the RSE licensee.

All existing RSE licensees will require a transition plan to be prepared and approved by the board no later than 1st July 2016 in line with the commencement of the legislation, with the plan to be submitted to APRA.

APRA invites comments on the proposals and written submissions should be forwarded by Friday 31st 2015 by email to [superannuation.policy@apra.gov.au](mailto:superannuation.policy@apra.gov.au)

**XENOPHON HANDS TONY ABBOTT A PERFECT OPPORTUNITY TO SHOW LEADERSHIP IN THE GENDER DEBATE.**

A bill has been quietly introduced by Nick Xenophon that seeks to legislate 40 per cent representation by women on government boards. While the government has yet to formally give support to the bill, it hasn't as yet publically argued against it.

While the previous governments policy was to implement a 40 per cent target for female membership of federal government boards, there is evidence that the proportion of women on government boards has dropped from 41 per cent in 2013 under Julia Gillard, to 38 per cent today in 2015 under Tony Abbott. Many see legislation as the only way that a further downward slip can be avoided.

While there is generally strong support in principal from the business community regarding the concept of targets, the reality is that despite this, women hold less than 20 per cent of Australia's top 200 listed companies board positions – and some still have no women on their boards.

Director Institute supports the implementation of new gender based legislation on government boards and believes that it would go some way to provide a template for the rest of the business community.

There is so much evidence that boards with more balanced gender and other diverse representation lead to better financial outcomes for companies. A recent and independent study published by Credit Suisse late last year found that companies with more than one women on the board returned a compound of 3.7 per cent a year since 2005 over those with no women on the board.

We will keep you updated on the progress of this legislation.

## **BBY LIQUIDATOR SEEKS FUNDS TO PURSUE DIRECTORS**

The new liquidator of BBY may ask the corporate regulator to finance its attempts to pursue the recovery of funds from directors of the collapsed firm, after it was revealed creditors and clients were owed more than \$40 million.

BBY's collapse last month left 180 employees \$2.7 million out of pocket. Clients faced a combined shortfall of \$16 million in their accounts.

BBY was majority owned by executive chairman Glenn Rosewall and his father, tennis great Ken Rosewall. Lawyer David Perkins was also on the board.

KPMG noted that large trading losses, poor governance and risk management, inadequate capital and cash flow difficulties exacerbated by the loss of the Saxo Capital Markets business contributed to BBY's demise.

KPMG also found that BBY may have been misusing client funds, and trading insolvent and inflating its funding requirements to St George since June 2014.

Source: Sydney Morning Herald – June 22nd 2015



## **WOOLWORTHS CHAIRMAN SAYS RETAILER TOOK EYES OFF THE BALL**

Woolworths chairman Ralph Waters has rejected accusations the board put shareholders ahead of customers but admitted the retailer had taken its eyes off the ball, triggering a chain of events that led to a second profit downgrade and the resignation of chief executive Grant O'Brien.

Woolworths shareholders and insiders say the company has put the interests of shareholders ahead of customers by protecting profit margins rather than investing more heavily in price to regain market share lost to Coles and Aldi.

The retailer raised prices on low-profile grocery products last year to fund deeper promotional discounts – rather than cutting prices across the board – and reduced labour in stores ahead of the crucial Christmas trading period to cut costs and meet its 2015 profit guidance.

Source: SMH – June 19, 2015

## **JUDGE CRITICISES ASIC FOR TAKING SIX YEARS TO BRING PRIME TRUST CASE**

A Federal Court judge says it's a "big shame" the Australian Securities and Investments Commission waited six years before bringing action against five former directors of Prime Trust.

The criticism of the corporate regulator came as the Federal Court heard the directors' appeals against a finding they breached their duties when granting a \$33 million listing fee to company founder Bill Lewski.

The directors include former federal health minister Michael Wooldridge and Victorian Liberal Party figure Peter Clarke.

Prime Trust founder Bill Lewski, who last year was banned from being a company director for 15 years.

If the court finds ASIC took too long to bring the case, the directors, including Mr Lewski, will be immediately back in business because their bans on running companies will be lifted.

The directors' appeal hangs on whether they signed off on the payment at a July, 2006, board meeting. ASIC launched its case against the directors in August 2012. It has six years to bring action in corporate cases.

Source: SMH 27th May 2015

## **MACQUARIE GROUP ASKS INVESTORS TO LIFT NON-EXECUTIVE DIRECTOR PAY POOL**

Macquarie Group will ask investors next month to raise the pool of available pay by \$600,000 to \$4.6 million for its non-executive directors and reject the board nomination of activist shareholder and City of Melbourne councillor Stephen Mayne.

Source: SMH - 16th June 2015



**INDUSTRY SUPER FUND BOARDS UNDER THE GUN**



Australia's burgeoning pool of superannuation savings will finally get world-class governance with a requirement that funds have at least one-third independent directors and an independent chair.

The much-needed improvements to the oversight of compulsory super savings will include new powers for the Australian Prudential Regulation Authority.

APRA will be able to enforce the following ASX definition of an independent director: are not substantial shareholders of the trustee, do not have a material relationship with the trustee and have not in the past three years been an executive director of a body that has had a material relationship with the trustee.

APRA's new law enforcing one-third independent directors will open the door for the appointment of about 140 new independent directors.

The number of new positions could be higher considering there are about 70 directors with multiple directorships and they may find themselves caught by conflicts of interest.

Source: Financial Review – 26th June 2015.

**JOE HOCKEY CONFIRMS AUSTRALIA WILL SHARE SEAT ON AIIB BOARD**

Australian Treasurer Joe Hockey expects Australia will play a "prominent role" in the new China-led infrastructure bank although he confirmed Canberra would have to share its board seat with other members and was currently negotiating with like-minded countries to form a constituency.



China will contribute \$US29.8 billion of the bank's \$US100 billion in total authorised capital and have a voting share of 26 per cent, giving it an effective veto over major decisions.

Australia will contribute \$US3.7 billion, making it the sixth largest shareholder behind India, Russia, Germany and South Korea. The bank will have "paid-in" capital of \$US20 billion (A\$25.2 billion) and Australia's share of that is A\$930 million.

Source: Financial Review 29th June 2015

**A TARGET HAS BEEN MET FOR WOMEN, BUT IT'S ONLY A START**

Better late than never. Women now hold a quarter of the board seats at the UK's largest public companies - a breakthrough that the government had hoped to announce before the election in May, but was finally able to trumpet on Tuesday.

It was a development that dovetailed neatly with a commitment on the same day, from Prime Minister David Cameron, to force companies with more than 250 employees to publish the pay gap between male and female staff. This is still nearly 20 per cent in the UK - not far off the global average of 23 per cent.

News that the FTSE 100 board director target had been reached also came ahead of an imminent decision by the European Commission on whether to introduce a mandatory quota of 40 per cent representation for each gender in non-executive board positions. As it stands, the

proposal applies to companies listed on stock exchanges in EU member states, irrespective of whether they are privately or publicly owned. It would apply to about 5,000 public companies across the EU.

Source: Financial Review – July 16th 2015.





**GARTNER SURVEY SHOWS INFORMATION SECURITY GOVERNANCE PRACTICES ARE MATURING**

Information security governance practices are maturing according to Gartner, Inc.'s annual end-user survey for privacy, IT risk management, information security, business continuity or regulatory compliance. Gartner surveyed 964 respondents in large organizations — with at least \$50 million equivalent in total annual revenue for fiscal year 2014, and with a minimum of 100 employees — in seven countries between February and April 2015.

"Increasing awareness of the impact of digital business risks, coupled with high levels of publicity regarding cybersecurity incidents, are making IT risk a board-level issue," said Tom Scholtz, vice president and Gartner Fellow. "Seventy-one percent of respondents indicated that IT risk management data influences decisions at a board level. This also reflects an increasing focus on dealing with IT risk as a part of corporate governance."

The nature of the reporting lines of the information security team is one of the key attributes of effective governance. Thirty-eight percent of the survey respondents indicated explicitly that the most senior person responsible for information security reports outside of the IT organization.

Source: PRWIRE – Gartner Research – July 2015.

**TOSHIBA**

Leading Innovation >>>

**AFTER TOSHIBA SCANDAL, FOREIGN INVESTORS WANT TOUGHER JAPAN GOVERNANCE STEPS**

Japan needs bolder measures such as harsher criminal sanctions for fraud and whistleblower protections to improve corporate transparency and prevent a repeat of the accounting scandal seen at Toshiba Corp, foreign investors and governance experts said.

Toshiba's chief executive Hisao Tanaka and a string of other senior officials resigned on Tuesday after an independent inquiry found he had been aware the company had inflated its profits by \$1.2 billion (768.69 million pounds) over several years.

Japan's listed companies have long-had tense relations with their foreign shareholders, who have frequently blamed long-term insiders' dominance of corporate boards for low returns and weak oversight.

This week's revelations come four years after a similar scandal in which camera-maker Olympus Corp concealed nearly \$1.7 billion in losses from shareholders.

Both scandals raise questions about the quality of Japanese company audits, which rate poorly compared with developed market peers, according to data compiled by Hong Kong-based GMT Research.

"One of the problems is that audit fees are very low in Japan. It's nonsense that auditors, on these fees, are doing any proper work," said Robert Medd, a partner at GMT.

Source: Hong Kong (Reuters) – 22nd July 2015.



**U.S. SENATE TO HOLD HEARING INTO FIFA GOVERNANCE**

The CEO and Secretary General of the United States Soccer Federation, Dan Flynn, will be a witness at the hearing along with journalist Andrew Jennings, who has written extensively on FIFA and corruption.

"The hearing will examine the integrity and impending leadership changes at FIFA, the role of the United States in international football, and concerns about the labour conditions of workers in Qatar, the host of the 2022 World Cup," according to a statement issued by the sub-committee.

"The organisation's culture of corruption is turning a blind eye to significant human rights violations and the tragic loss of lives. This hearing on the recent FIFA scandals will begin the discussion about our country's own participation in the organisation, ways the United States and our allies can work to reform FIFA, and how we can restore integrity to the game so many Americans and citizens of the world enjoy."

Michael Hershman, a governance expert with investigative firm Fairfax Group and a member of the advisory board of the Doha-based International Centre for Sport Security, will also testify at the hearing, as will Sunjeev Bery, Amnesty International's Advocacy Director for the Middle East and North Africa.

Source: SBS Online - 10th July 2015.