

Map your Professional Development Pathway

Course Guide 2018/19

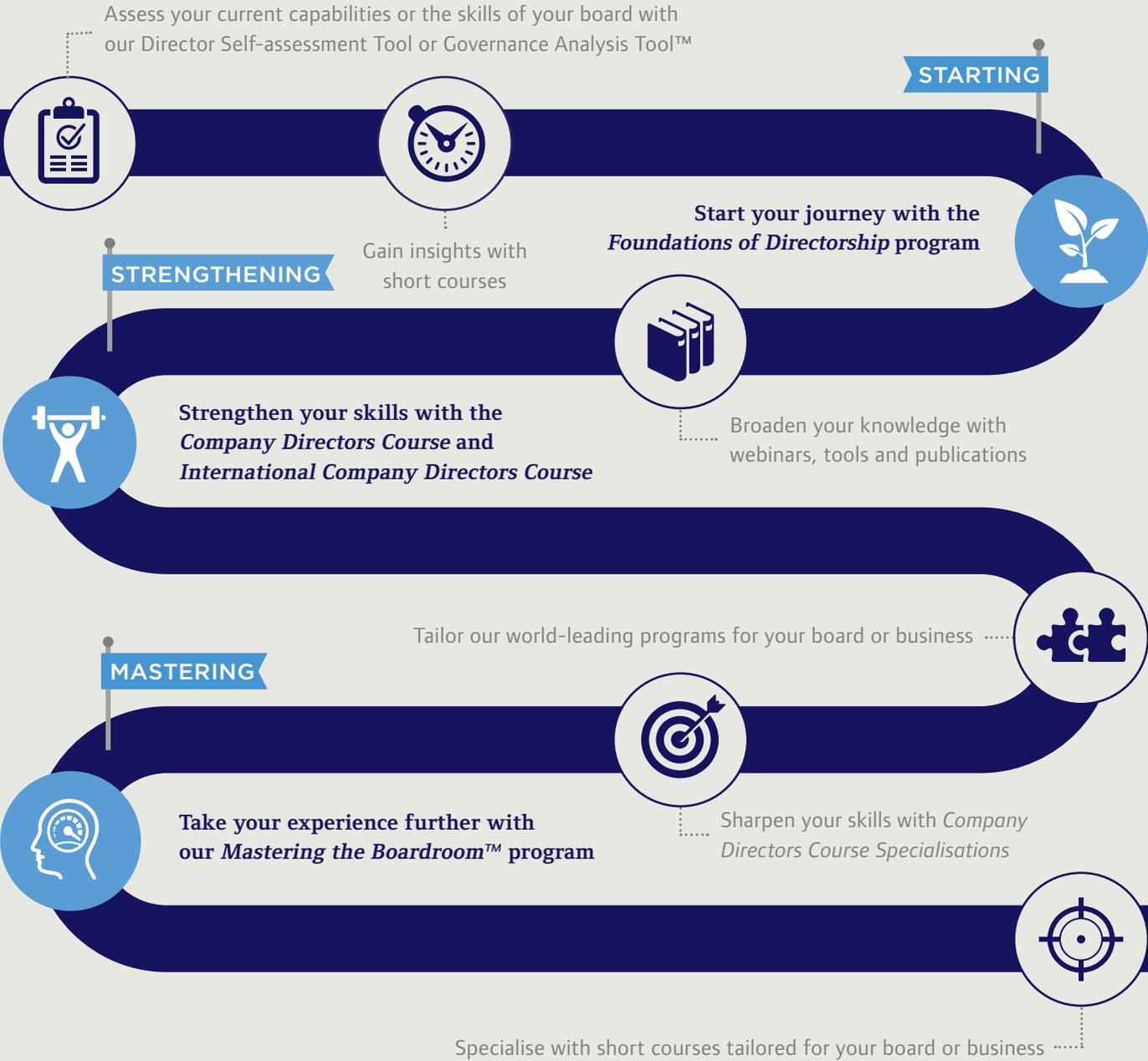


Contents

The member journey	4
Professional development pathway at a glance	4
Core courses	5
<i>Starting Level</i>	5
<i>Strengthening Level</i>	6
<i>Mastering Level</i>	8
Stay connected	9
Short courses	10
<i>Starting Level</i>	10
<i>Strengthening Level</i>	11
<i>Mastering Level</i>	13
Other learning formats	12
Learning resources	13
Membership opportunities	14
Director Professional Development	15

The Member Journey

Take the next step in your professional governance development



Professional development pathway at a glance

At the AICD, our membership base of 43,000 people are united by a commitment to lifelong learning. The increasing pace of technological changes, cybersecurity, digital disruption, complex regulations and growing community expectations, are examples of just some of the many challenges that face the modern director.

This course guide outlines how we can help you overcome the rigours of being an effective director in the 21st century.

Our courses and educational programs assist directors and leaders to achieve a full understanding of their duties and responsibilities, while also equipping them with the skills and knowledge appropriate to the specific context of their roles.

Whether you are starting, strengthening or mastering your governance practice, this guide will assist you in finding the right courses, tools and resources that will help you take the next big step in your career.



STARTING LEVEL:

These courses are designed for participants who have little to no professional experience as a director, or limited knowledge of a particular topic.



STRENGTHENING LEVEL

These courses provide the next step for participants who are currently sitting on a board and have two to three years' experience. Courses of this level expand existing knowledge on governance and directorship topics.



MASTERING LEVEL

These courses are for senior directors who have five or more years' experience on boards. They put advanced areas of governance and leadership under a microscope.

	Core courses	Short courses
Starting level	<ul style="list-style-type: none"> • Foundations of Directorship* • International Foundations of Directorship • Fiji Directors Course 	<ul style="list-style-type: none"> • Establishing Boards for Business Owners • Reporting to the Board • Governance Foundations for Not-for-Profit Directors
Strengthening level	<ul style="list-style-type: none"> • Company Directors Course • International Company Directors Course • Company Directors Course: Preparing for Success • Company Directors Course Update 	<ul style="list-style-type: none"> • Governing to Protect Vulnerable People • The Board and the Company Secretary • Advanced Not-for-Profit Governance • Boardroom Financial Acumen • Boardroom Effectiveness for Women • The Board's Role in M&A in the Not-for-Profit Sector • The Strategic Board • Subsidiary Boards • Cyber for Directors • The Board and the CEO
Mastering level	<ul style="list-style-type: none"> • Company Directors Course Specialisations <ul style="list-style-type: none"> ◦ Mergers and Acquisitions ◦ Preparing for Sale ◦ Crisis Management ◦ Ensuring Solvency ◦ Directing Innovation • Mastering the Boardroom 	<ul style="list-style-type: none"> • The Role of the Chair • Mastering Financial Governance • Applied Risk Governance

*The Foundations of Directorship course has also been developed for specific sectors: Indigenous Governance, Sports Governance, Foundations of Directorship for the Public Sector, Governance Foundations for NFP Directors, Governance Essentials for Local Government.

Core courses

OVERVIEW

These courses will provide you with overarching learning in the critical elements of directorship. They will extend and

deepen your knowledge and skills across finance, governance and strategy.



Starting level

Foundations of Directorship™

DPD UNITS: 30 • **DURATION:** 3 DAYS • **W:** COMPANYDIRECTORS.COM.AU/FOD

Designed for aspiring directors, senior executives and managers, the *Foundations of Directorship* program provides a comprehensive introduction to governance, finance, strategy and risk.

The Foundations of Directorship program consists of three one-day courses: *Governance for Directors*, *Finance for Directors*, and *Strategy and Risk for Directors*. Participants can choose to undertake the courses individually or as a suite, meaning the program is a flexible way to attain essential governance knowledge.

Governance for Directors

Examine the key roles, functions, duties and responsibilities of boards and directors. Participants learn about the purposes and processes of effective board meetings, and about the various structures of boards.

Finance for Directors

Learn how to interpret the three core types of financial statements (balance sheets, income statements and cash flow

statements) and how to assess an organisation's financial performance. Upon completion, participants have a strong understanding of directors' financial duties.

Strategy and Risk

This course explores the basics of strategic planning, and provides participants with frameworks and tools for directors to use when implementing strategy. It is also an introduction to risk monitoring and management, describing the relationship between risk management, risk culture and effective leadership.

Each course requires approximately six to eight hours of pre-reading.

The *Foundations of Directorship* program is held in cities across Australia.

For more information on upcoming dates please check our website: companydirectors.com.au/FoD

Fiji Directors Course

DPD UNITS: 30 • **DURATION:** 3 DAYS
W: COMPANYDIRECTORS.COM.AU/FIJI

The *Fiji Directors Course*, offered only in Fiji, is designed for aspiring, new or established directors and senior executives looking to seek to understand the duties and responsibilities of a director. It also examines the *Fiji Companies Act 2015* and the compliance obligations it places on directors.

Over three days, participants will complete the core courses: *Governance for Directors*, *Finance for Directors* and *Strategy and Risk for Directors*, giving them the foundational knowledge required to develop their professional skills.

Sports Governance

DPD UNITS: 20 • **DURATION:** 2 DAYS
W: COMPANYDIRECTORS.COM.AU/SPORTS

Understanding the rules is critical to the good governance and success of any sporting organisation. The *Sports Governance* two-day course provides participants with the knowledge they need to navigate the unique governance challenges directors face in the sporting sector. This course is recommended for directors or aspiring directors and executives of sporting clubs, large or small, who want to gain a deeper understanding of good governance practices relevant to their role.



Strengthening level

Company Directors Course™

DPD UNITS: 50 • **DURATION:** 5 DAYS • **W:** COMPANYDIRECTORS.COM.AU/CDC

A globally-recognised director education program, the *Company Directors Course* provides directors with a thorough understanding of compliance, risk, strategy, finance and the role of the board. Over five days, participants gain the knowledge they need to navigate complex governance challenges and improve their performance as a director.

Strengthen your understanding of boardroom processes and refine your decision-making skills through examination of recent and relevant case studies. The course is an opportunity to challenge yourself in an engaging learning environment, facilitated by experienced directors. The course covers ten modules which delve into essential governance issues, including compliance, financial literacy and performance, director responsibilities and strategy.

Participants have the opportunity to sit the *Company Directors Course* assessment. Those who successfully complete the assessment are awarded the well-recognised *Graduate of Australian Institute of Company Directors* post-nominals (GAICD) and an additional 10 DPD units.

The *Company Directors Course* is offered in multiple formats:

1. Five-day course

Delivery: Five days held over one week or multiple weeks

Benefit: Condense your learning time commitment

2. Residential

Delivery: Five day residential program with accommodation included

Benefit: Immerse yourself in learning and networking away from daily distractions companydirectors.com.au/residential

3. Self-paced

Delivery: For those not available to attend face-to-face sessions to complete in their own time within a six month period

Benefit: Study at your own pace, when it suits you

4. In-house

Delivery: Delivered to your board or organisation

Benefit: Improve the performance of your whole board or executive group

Courses are held in every state of Australia, in regional and metropolitan areas. This course requires approximately 60 to 80 hours of reading. For more information on upcoming courses, please check our website.

For more information on upcoming dates please check our website: companydirectors.com.au/CDC

Company Directors Course Specialisations

The Company Directors Course delivers a professional development pathway with the following mastering level specialisations:

- Mergers and Acquisitions
- Preparing for Sale
- The Board's Role in Crisis Management
- Ensuring Solvency
- Directing Innovation

For more information see page 8 or visit companydirectors.com.au/specialisation

Sector-specific Company Directors Course

The Company Directors Course has been tailored for delivery to a range of sectors. These include:

- Indigenous business leaders
- University sector
- Victorian public sector

Find out more companydirectors.com.au/cdc

International Company Directors Course™

DPD UNITS: 50 • **DURATION:** 5 DAYS • **W:** COMPANYDIRECTORS.COM.AU/ICDC

The *International Company Directors Course* gives participants the knowledge and skills required to successfully perform when operating in an international context. Over five days, participants develop a thorough understanding of the challenges, responsibilities and opportunities of an international directorship.

It covers directors duties, the international legal environment, risk and strategy, financial literacy and board effectiveness. The course is facilitated by international directors who have real-world director experience and features global case studies and real-life examples. It is suitable for directors, aspiring directors and senior executives reporting to boards.

Participants also have the opportunity to sit the International Company Directors Course assessment. Those who successfully

complete the assessment are awarded the industry-recognised Graduate of Australian Institute of Company Directors post-nominals (GAICD) and an additional 10 DPD units.

This course requires approximately 60 to 80 hours of pre-reading. For more information on upcoming courses, please check our website.

Please note

This international course is also held in Singapore, Hong Kong, Dubai and Fiji.

For more information on upcoming dates please check our website: companydirectors.com.au/ICDC

Company Directors Course: Preparing for Success NEW

DPD UNITS: 0 • **DURATION:** 2 DAYS
W: COMPANYDIRECTORS.COM.AU/SUCCESS

The *Company Directors Course: Preparing for Success* is a two-day workshop developed to support those who have attended the Company Directors Course but have not attempted or successfully completed the assessment. The course is highly practical and targeted, guiding you step-by-step through what you need to do to complete the assessment. The workshops focus on providing an optimum learning environment through the experience of an in-depth assessment breakdown. Prepare for success in the Company Directors Course™ assessment and give yourself the best chance of attaining your GAICD post-nominals.

Company Directors Course Update

DPD UNITS: 20 • **DURATION:** 2 DAYS
W: COMPANYDIRECTORS.COM.AU/CDCUPDATE

The *Company Directors Course Update* is a two-day course designed for participants who completed the *Company Directors Course* more than two years ago. It engages participants in recent case studies and in-depth discussion of current governance issues, and provides information on cutting-edge best governance practice. It also provides participants the opportunity to complete the *Company Directors Course* assessment.



Mastering level

Company Directors Course Specialisation: Mergers and Acquisitions

DPD UNITS: 10 • **DURATION:** 1 DAY
W: COMPANYDIRECTORS.COM.AU/SPECIALISATION

The *Mergers & Acquisitions* course builds on the knowledge attained in the *Company Directors Course*. Participants learn how to assess the commercial, legal and strategic factors of a potential merger or acquisition of publicly unlisted organisations. Led by an experienced facilitator, participants will receive useful frameworks, plans and tools to use when considering an acquisition, and invaluable tips on how to execute a successful merger after acquisition with confidence.

Company Directors Course Specialisation: Crisis Management

DPD UNITS: 10 • **DURATION:** 1 DAY
W: COMPANYDIRECTORS.COM.AU/SPECIALISATION

This one-day course develops participants' management skills and their ability to make considered decisions while under stress. Taught through a practical, engaging case study, this course will clarify the board's role in crisis management, teach participants how to determine objectives in crisis communications and help them to identify any ethical dilemmas that may arise.

Please note

Only available in NSW

Mastering the Boardroom

DPD UNITS: 30 • **DURATION:** 4 DAYS • **W:** COMPANYDIRECTORS.COM.AU/MTB

Mastering the Boardroom, our capstone course, is offered exclusively to highly experienced directors. Designed to consolidate governance knowledge, examine best practice and challenge established behaviours, the four-day course puts participants in a simulation of a year in the life of a company in crisis.

Participants learn how to handle a wide range of challenges, identify personal directorship strengths and areas for development. Through workshops and simulated quarterly meetings, participants' governance knowledge and decision-making processes are stretched and improved, and their leadership

Company Directors Course Specialisation: Preparing for Sale

DPD UNITS: 10 • **DURATION:** 1 DAY
W: COMPANYDIRECTORS.COM.AU/SPECIALISATION

Developed for directors and aspiring directors, this specialisation course examines the strategic and governance tools necessary for preparing a small-to-medium-sized company for sale. Participants will learn to recognise the opportunity for the sale of a business and how to develop realistic, structured timelines and guidelines for the sale process. The course enables owners and directors to have confidence in planning, preparing for and executing the sale of a business.

Company Directors Course Specialisation: Directing Innovation

DPD UNITS: 10 • **DURATION:** 1 DAY
W: COMPANYDIRECTORS.COM.AU/SPECIALISATION

This one-day course has been developed to assist directors in building resilience and capability to govern an organisation through business model disruption. Participants will learn directly from industry experts to develop a more agile perspective on how your business could strategically operate in a Volatile, Uncertain, Complex and Ambiguous (VUCA) world. This course is suitable for directors looking for the confidence and tools to govern their organisation through uncertain times.

skills are sharpened. Our expert facilitators and high-profile guest speakers share their insights on the nuances of directorship and crisis management, supporting participants' learning.

The course also offers unrivalled networking opportunities with senior directors. To apply, participants must be a Graduate of the *Company Directors Course*, with a minimum of three years' director experience, or have a minimum of five years' of broad deep director experience with a large organisation.

Please note

This course is currently being updated and will be available from 2019.

Stay connected

Enhance your professional development, accrue DPD points and stay up-to-date with the latest news, insights and trends influencing the governance landscape with our range of resources and publications.



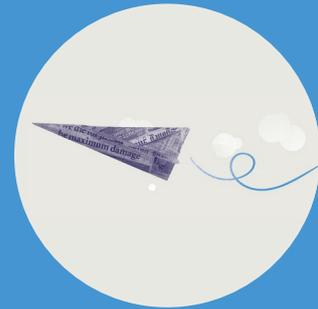
MAGAZINE

Australia's leading publication for directors with news and features on the current legal, economic and strategic issues affecting your board.



REPORT

The Boardroom Report provides updates on the latest news, views and hot topics on the critical issues that matter to directors.



UPDATE

An insight into the activities, events and research undertaken in our community of members across the country and around the world.



RESOURCES AND REPORTS

Our online Resource Centres provide a curated library of practical tools and the latest articles and research on governance and director issues. Reports provide commentary and insights from leading directors.



PODCASTS

Our podcast series – *The Dismal Science* – features economic commentary and discussion from leading economists. Available on iTunes and on the AICD website.

Short courses

OVERVIEW

Sharp and to the point, our short courses are designed to provide you with a deeper understanding of specific and topical issues through a variety of half-day, one-day and two-day sessions.

These courses update and improve participants' knowledge on key governance issues, board best practice and the

roles and responsibilities of directors. They are also an opportunity to network and learn from other participants from a wide range of industries and sectors, and to hear from our facilitators, who are all highly-experienced practicing directors.



Starting level

Establishing Boards for Business Owners

DPD UNITS: 5 • **DURATION:** 0.5 DAY
W: COMPANYDIRECTORS.COM.AU/SHORTCOURSES

Determining whether to establish a board for a business is an important consideration. This course assists participants in assessing the right time to implement a governance structure to help support and maintain an organisation's success, and what board structure might be suitable. It also covers the principles of establishing a robust succession plan for a board.

Governance Foundations for Not-for-Profit Directors

DPD UNITS: 20 • **DURATION:** 1.5 DAY
W: COMPANYDIRECTORS.COM.AU/SHORTCOURSES

Designed specifically for first time directors or aspiring director considering taking on a not-for-profit directorship, this course provides an overview of the key roles and responsibilities of a NFP director in relation to governance, risk, financial performance and strategy. Participants also develop an understanding of the differences between for-profit and not-for-profit contexts.

Reporting to the Board

DPD UNITS: 5 • **DURATION:** 0.5 DAY
W: COMPANYDIRECTORS.COM.AU/SHORTCOURSES

Designed for senior executives and managers, this short course provides guidance on the structure and characteristics of a good board report, and examines how these reports can be used outside the boardroom. The course is taught through practical examples so that your understanding will reach beyond theory.



Strengthening level

Governing to Protect Vulnerable People

NEW

DPD UNITS: 10 • **DURATION:** 1 DAY
W: COMPANYDIRECTORS.COM.AU/SHORTCOURSES

Examine the director's role and responsibilities in protecting vulnerable people. From identifying the scope of your organisation's risks in relation to vulnerable people to understanding the nature of organisational culture and how to evaluate the efficacy of policies and procedures, monitor compliance and implement and maintain a culture of safety. Suitable for new and existing directors.

The Board and the Company Secretary

DPD UNITS: 5 • **DURATION:** 0.5 DAY
W: COMPANYDIRECTORS.COM.AU/SHORTCOURSES

Understanding the role of the company secretary is essential to facilitating good governance practices within an organisation. The course provides insights into the pivotal role of the company secretary and how the role can best support and guide the board. This course is recommended for all directors, board members or company secretaries looking to gain a greater understanding of the company secretary role in supporting the board and your organisation.

Advanced Not-for-Profit Governance

DPD UNITS: 20 • **DURATION:** 2 DAY
W: COMPANYDIRECTORS.COM.AU/SHORTCOURSES

Exclusively designed for experienced not-for-profit directors, Advanced Not-for-Profit Governance offers the opportunity to explore in detail the complex strategic and cultural issues facing the sector. Participants learn strategies to appropriately evaluate and influence board structure and processes, to support the CEO achieve their goals, and to improve the decision-making skills of a board.

Boardroom Financial Acumen

DPD UNITS: 10 • **DURATION:** 1 DAY
W: COMPANYDIRECTORS.COM.AU/SHORTCOURSES

Through two interactive case studies, participants of this course develop their understanding of financial assessment, strategy and risk management. This course provides the information current and aspiring directors need in order to develop their financial literacy and to prepare for future fiscal challenges. The course is suitable for all directors.

Boardroom Effectiveness for Women

DPD UNITS: 10 • **DURATION:** 1 DAY
W: COMPANYDIRECTORS.COM.AU/SHORTCOURSES

Making the move from executive to director often requires a shift in thinking and decision making. This short course aids participants in enhancing their leadership skills, explores the nature of team dynamics and diversity in the boardroom, and provides strategies to help participants identify and manage with conscious and unconscious biases in the workplace. This course is suitable for directors and senior executives.

The Board's Role in M&A in the Not-for-Profit Sector

DPD UNITS: 5 • **DURATION:** 0.5 DAY
W: COMPANYDIRECTORS.COM.AU/SHORTCOURSES

This course covers the commercial, legal and strategic issues to be considered when assessing a potential merger or acquisition. Participants also gain practical tools and frameworks to be used in preparing a NFP organisation for a merger or acquisition. Recommended for directors working in the NFP sector.



Strengthening level

The Strategic Board

DPD UNITS: 10 • **DURATION:** 1 DAY
W: COMPANYDIRECTORS.COM.AU/SHORTCOURSES

This course examines strategic thinking for boards and senior executives through case studies and an interactive group session. Participants learn methods to develop, implement and monitor forward-thinking strategy that balances short-term and long-term success. This course is suitable for directors, CEOs and senior executives from private, public and NFP organisations.

The Board and the CEO

DPD UNITS: 5 • **DURATION:** 0.5 DAY
W: COMPANYDIRECTORS.COM.AU/SHORTCOURSES

In today's environment, the relationships between your CEO, chair and board members are critical to the successful performance of your organisation. This course will provide you with practical tools to lead effectively, and is designed to cover the full spectrum of issues that affect the board-CEO dynamics, including due diligence, remuneration, feedback, managing expectations and succession planning.

Cyber for Directors

DPD UNITS: 10 • **DURATION:** 1 DAY
W: COMPANYDIRECTORS.COM.AU/SHORTCOURSES

This course is suitable for directors seeking a greater understanding of cyber, as well as CEOs, Chief Information Officers, Chief Information Security Officers and IT Managers reporting in to boards on cyber.

Participants will gain an understanding of the key terms and concepts of the cyber landscape, the fundamental roles and responsibilities of the board as they relate to cyber and learn tools for managing cyber risks and opportunities.

Other learning formats

WEBINARS

We regularly hold live interactive webinars on topical directorship and governance issues. Our hour-long sessions, led by an experienced facilitator, offer an efficient and cost-effective way to update and refine your knowledge. If you're not available to participate at the time, recordings of the live session are available afterwards.

To find out more visit our website companydirectors.com.au/webinars

E-LEARNING

For those unable to attend our courses in person, our eLearning courses provide a way for you to facilitate your own learning at a pace and place that suits you.

To find out more visit our website companydirectors.com.au/elearning

SELF-PACED

For those not available to attend the face-to-face sessions. Study at your own pace, when it suits you. Complete the Company Directors Course in your own time within a six month period.



Mastering level

The Role of the Chair

DPD UNITS: 10 • **DURATION:** 5 HOURS
W: COMPANYDIRECTORS.COM.AU/SHORTCOURSES

This course is designed to fine-tune the leadership and governance skills of chairs while also providing an in-depth analysis of the roles, accountabilities and relationships with other board members and the CEO. Current and aspiring chairs with previous boardroom experience, from the private, public and listed sectors, would benefit from this course.

Applied Risk Governance

DPD UNITS: 5 • **DURATION:** 0.5 DAY
W: COMPANYDIRECTORS.COM.AU/SHORTCOURSES

Designed for experienced directors and executives involved in the management and oversight of risk, participants learn how risk management can be leveraged to improve strategy development, organisational resilience and competitive advantage. The course also addresses risk appetite and its impact on board and organisational culture.

Mastering Financial Governance

DPD UNITS: 10 • **DURATION:** 1 DAY
W: COMPANYDIRECTORS.COM.AU/SHORTCOURSES

Financial literacy is a critical skill for all directors. This course helps participants take their knowledge of financial governance to the next level and thereby improve their overall performance in the boardroom. It examines how a strong understanding of an organisation's finances can inform strategy formation and the key financial obligations of the board. This course is suitable for experienced directors.

Learning resources

BOOKS

Your one-stop shop for everything you need to know about being an effective director in today's boardroom landscape. Available in both print and digital publications.

w: companydirectors.com.au/bookstore

PUBLICATIONS

A broad selection of governance publications are available for purchase and for download from our website. These publications include the latest in research, insights and thought leadership, and provide a simple and convenient means of keeping up with recent movements in governance best practice. Several e-books are also complimentary for members.

To find out more visit our website
companydirectors.com.au/publications

Membership is your opportunity for growth

OPEN DOORS

The AICD is the largest director institute in the world. As a member, you will join more than 43,000 directors and senior leaders from business, government and the not-for-profit sectors, stretching across Australia and around the world. Gain access to our network of directors and take the next step in your governance journey.

BE A GOVERNANCE LEADER

Be part of an organisation that sets the standard of governance and directorship in Australia and internationally. Whether you are a new, aspiring or experienced director, membership with the AICD recognises your commitment to good governance and connects you with thousands of like-minded leaders who are serious about achieving better outcomes.

DEVELOP A DIRECTOR MINDSET

Understand directors' duties and responsibilities and the needs of your board or business. Take part in one of our events, courses or e-learning modules at member-only rates. All our programs are developed and run by directors, for directors.

GROW YOUR KNOWLEDGE

Membership gives you access to exclusive news and views from the boardroom. Receive a monthly subscription to our member-only *Company Director*® magazine, e-newsletters, economic updates, videos, podcasts and research papers. Access the Director Tools library for practical tools and templates which can be used by you and your board.

EXCLUSIVE MEMBER BENEFITS



Courses and events for you, your board and your business at member rates



Access to our Business Centre and Member Lounges in CBDs across Australia



Subscription to Australia's only publication for directors – *Company Director* magazine



Recognition of your governance expertise with AICD post-nominals



Practical tools and templates for you and your board



Representation through our national advocacy and policy agenda

Director Professional Development

Director Professional Development (DPD) helps to track your individual professional development throughout the year. Accrue DPD units by participating in an extensive range of professional development activities.

BE COMMITTED TO LIFELONG LEARNING

Enhance your individual performance and the performance of your organisation with a range of professional development activities.

WHAT IS DPD?

DPD requires members of the AICD to plan and track their professional development activities. It supports our members in developing and maintaining

the director skills and capabilities identified in the Company Directors Corporate Governance Framework™. Members, Graduates and Fellows (both local and international) are required to accrue and maintain 60 DPD units over a rolling three-year cycle.

RECORDING YOUR DPD

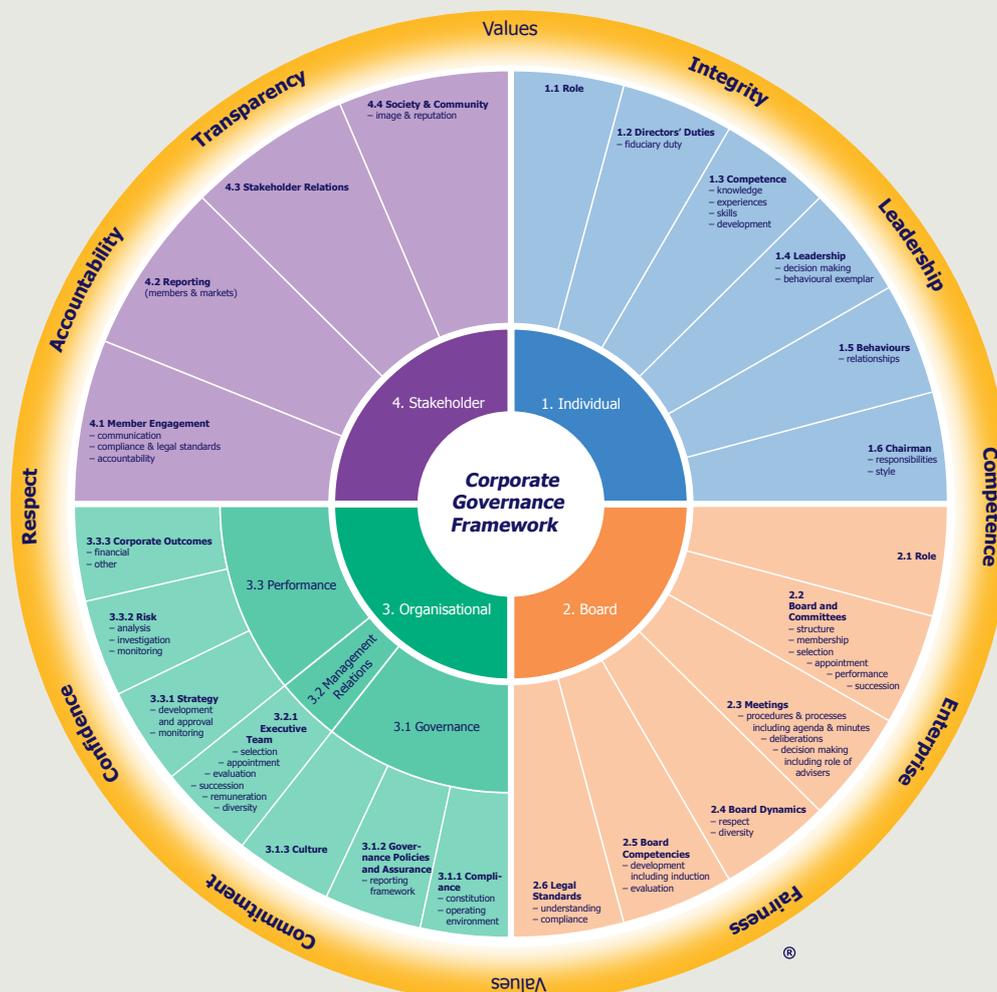
Different activities have different DPD values, and whilst professional development may be challenging, recording your DPD units online is easy. Most activities automatically log your DPD units once you've completed them, those that aren't can just as easily be logged by using the "add activity" button on your dashboard.

GETTING THE MOST OUT OF YOUR DPD

There are many things you can do to accrue DPD units, including:

1. Attending courses
2. Participating in events
3. Professional reading
4. Webinars and recordings
5. Essential Director Update
6. Director Self-assessment Tool

For a full list of our activities and their DPD units, refer to our DPD unit values table at companydirectors.com.au/DPD



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