

AUSTRALIAN INSTITUTE
of COMPANY DIRECTORS

AUSTRALIAN GOVERNANCE SUMMIT

TRUST. SUSTAINABILITY. INNOVATION.

Thursday 1 to Friday 2 March 2018, Melbourne

PROGRAM OVERVIEW

companydirectors.com.au/ags

#govsummit18

DAY 1

THURSDAY 1 MARCH 2018

9.00am WELCOME TO COUNTRY

Warrend-Badj is an Elder of the Indigenous Wurundjeri people of Melbourne and outer lying areas. He is the leader of the Yarra Yarra Dancers.

Performer: Warrend-Badj

9.05am CONFERENCE OPENS

Master of Ceremonies, Leigh Sales, will open the 2018 Australian Governance Summit.

MC: Leigh Sales

9.10am OFFICIAL WELCOME

The AICD's Angus Armour, Managing Director & CEO, and Elizabeth Proust, Chairman of the Board, will welcome delegates and introduce the themes of this year's Summit.

Speakers: Elizabeth Proust AO FAICD - Angus Armour FAICD

MC: Leigh Sales

9.30am KEYNOTE: THE EVOLVING ROLE OF DIRECTORS

As society changes so too does the role of business leaders. Influential non-executive director Sam Mostyn explores how the role of directors is evolving and in whose interests directors should be acting.

- Should the role and responsibilities of director's change in line with the changing expectations of the community?
- What shifts are required of directors and boards to align with the changing business and societal landscapes?
- How will the role of directors continue to evolve?

Speakers: Sam Mostyn MAICD

MC: Leigh Sales

10.00am PANEL: THE EVOLVING ROLE AND RESPONSIBILITY OF BUSINESS

Panelists will debate the responsibilities of business and the role of boards in ensuring the standards of governance reflect the changing expectations of society.

- Is there a contradiction in meeting the demands of the business and the demands of the community?
- What responsibility do businesses and their boards have to speak up?
- How can the relationship between business and society be reinvented to achieve social sustainability?

Panelists: Sam Mostyn MAICD - Commissioner Robert Fitzgerald AM - Richard Boele, Partner, Banarra, KPMG Australia

Moderator: Leigh Sales

10.45am BREAK

11.15am ELECTIVE SESSIONS: CULTURE, TRUST AND REPUTATION

A: Culture and the reputation of your organisation

Thanks to a stream of recent scandals, corporate culture and its impact on an organisation's reputation remains in the spotlight. Directors are increasingly expected to exercise a duty of care regarding their organisation's culture, but many are falling short.

- Why are we seeing so many high-profile cases of boards failing as gatekeepers of corporate culture?
- What can be learnt from recent failures and recent success stories?
- How are boards successfully using the levers available to them to drive a culture that aligns with business strategy?

*Panelists: Holly Kramer MAICD - Louise Baxter GAICD, CEO, Starlight Foundation
- Alison Kitchen, National Chair, KPMG
- James Chin Moody, Founder & CEO, Sendle*

Moderator: Dr Sally Pitkin FAICD

B: Building trust in the digital age

With the 2017 Edelman Trust Barometer revealing an 'alarming evaporation' in public trust across all institutions, it is critical that boards understand and respond to this trend.

- How is the environment in which trust needs to be restored different to the one in which it was established?
- How does your business need to evolve to restore or maintain public trust in the digital age?
- What steps should your board take to oversee this evolution?

Panelists: Jacki Johnson FAICD, IAG - Paul Shetler, Craig Dunn

Moderator: Leigh Sales

C: Insights from the global environment

Many of the issues Australian directors are facing – culture, trust, sustainability, equality, transparency – are issues being dealt with globally, and there is much to learn from boards that are leading the way and doing things differently.

- What alternate approaches can we look to when dealing with the governance challenges being faced in Australia?
- How are our international counterparts thinking differently about tackling key issues, creating strategic advantage, and the value that directors can add to an organisation?
- Which boards are redefining the rules of business globally?

*Panelists: Nicola Wakefield Evans FAICD
- Monica Bradley GAICD - Tom Daemen, Microsoft*

Moderator: Holly Ransom

D: NFPs and the trust crisis

In light of the broader erosion of trust in institutions and recent high-profile cases of misconduct in the NFP sector, NFP directors have a role to play in protecting trust and confidence in the sector.

- How should NFP directors be incorporating trust as a dimension of decision-making?
- How are community expectations of the NFP sector changing?
- How will the changing face of the NFP sector influence how it is perceived?

Panelists: Dr Tessa Boyd-Caine GAICD, Health Justice Australia - Paul Ronalds, Save the Children

Moderator: Anne Skipper

12.15pm THE CHANGING DIRECTOR LIABILITY LANDSCAPE – A RAPID REGULATORY UPDATE

As demands on directors continue to grow, it is more important than ever to stay informed of developments in the director liability environment. This update will bring you up to speed on the latest issues impacting your responsibilities as a director.

- What are the key recent liability developments and what do they mean for you?
- What liability changes are on the horizon?

Speaker: Prof Pamela Hanrahan UNSW School of Taxation & Business Law

MC: Matt Pritchard

1.00pm LUNCH

**2.00pm ELECTIVE SESSIONS:
THE NEW WORLD OF STAKEHOLDER
MANAGEMENT**

A: The evolution of activism – is your board ready?

Shareholder and other stakeholder activism is increasing and evolving. With Australia's regulatory environment favourable to activists, it is important to consider whether your board is vulnerable, and the potential impact of this growing trend on your business and its stakeholders.

- What characteristics attract activist attention and what insights can Australian boards gain from activist campaigns run in other countries?
- Who are the likely protagonists and how should their views be considered in strategy development and implementation?
- How can boards pre-empt stakeholder activism and what steps can they take to guard against, or respond to, activist campaigns?

*Panelists: Gabriel Radzysinski,
Sandon Capital - Arlene Tansey
FAICD - Talieh Williams GAICD,
UniSuper*

Moderator: Anne Skipper

B: Reporting and engagement trends – are you keeping up?

Stakeholder demands with regards to engagement and reporting are changing. Boards need to understand stakeholder views, stay abreast of reporting trends and be proactive in developing engagement strategies relevant to their circumstances.

- What are the latest mechanisms being used to communicate how the business is creating and preserving long-term

sustainable value, and what is the role of the AGM in this context?

- How, when and on what issues should boards engage with shareholders and proxy advisors?
- How can boards navigate the often-conflicting demands and expectations of stakeholders?

*Panelists: Pru Bennett MAICD,
BlackRock - Ziggy Switkowski AO FAICD
Moderator: Leigh Sales*

3.00pm BREAK

**3.30pm TALES FROM THE
CORPORATE BATTLEFIELD –
PART ONE**

Always a highlight, this session involves some of Australia's most experienced leaders talking candidly about challenges they have faced. Due to the frank nature of these discussions, there is a ban on media during this session.

Managing a cyber crisis – Lessons learnt from Census 2016

- With cyber security and cyber-attacks an increasingly important issue for directors, Alastair MacGibbon and David Kalisch will share their 2016 Census experience and discuss insights of relevance to directors and boards.

*Speakers: Alastair MacGibbon Special
Adviser to the Prime Minister on Cyber
Security - David Kalisch FAICD
Australian Statistician, Australian
Bureau of Statistics*

Moderator: Leigh Sales

4.15pm KEYNOTE: DRIVING INNOVATION IN THE FACE OF DISRUPTION

In a time of constant disruption, a culture of innovation is critical if a business (or country) is to prosper and grow, yet globally Australia continues to lag behind its peers. While the government works on the national innovation agenda, there is much that boards can do to drive innovation in their own ecosystems.

- What does it take for a board to successfully govern a business in an industry being disrupted?
- How can leaders who are driven to innovate overcome obstacles and determine where and how to influence to have the most impact?
- How should boards be preparing now for the medium to long term innovation-driven disruptions their businesses and workforces are facing?

Speaker: David Thodey AO FAICD

MC: Leigh Sales

4.55pm DAY ONE CLOSES

MC: Leigh Sales

5.00pm - 7.00pm NETWORKING DRINKS AND CANAPÉS

DAY 2

FRIDAY 2 MARCH 2018

8.00am NETWORKING BREAKFAST

9.00am CONFERENCE OPENS

MC: Leigh Sales

9.15am KEYNOTE: GOVERNANCE OF A NATION – INSIGHTS FROM ABROAD

Public confidence in the quality of our national governance is being put at risk as successive governments focus on short-term planning and policy implementation. Reform, however, cannot be the job of government alone. Directors have a significant role to play.

- How can business and government work together to support long-term decision making and lift public confidence in the national democratic system?
- What can Australia learn from other innovative players in the global environment, particularly in relation to pursuing reform and growth simultaneously?
- What role must board's play in building tomorrow's businesses that harness the trust of the public?

Speaker: Rt Hon Sir John Key, Former Prime Minister of New Zealand

MC: Leigh Sales

10.00am BREAK

10.30am IN CONVERSATION WITH THE CHAIR AND MD OF COCA-COLA AMATIL

Coca-Cola Amatil currently holds a unique position in the Australian business landscape as the single top ASX company with a female Chairman and Managing Director. In this fascinating discussion, Alison Watkins and Ilana Atlas will discuss the dynamics of the Chair/CEO relationship and insights from their leadership careers.

- What are the subtleties of establishing

and maintaining an effective Chair/CEO relationship?

- What considered steps have you taken in your professional life to build the broad skills needed for a senior leadership career?
- As the role of business evolves and the composition of boardrooms change, where are you seeing gaps in the skills of future senior leaders?

Speakers: Ilana Atlas MAICD, Chairman, Coca-Cola Amatil - Alison Watkins FAICD, Group Managing Director, Coca-Cola Amatil

Moderator: Leigh Sales

11.30am ELECTIVE SESSIONS: DRIVING INNOVATION FROM THE BOARDROOM

A: Leading a digital transformation from the boardroom

Digital transformation is happening in every business in every industry and it is imperative that boards understand the transformative powers of technology – as well as the associated risks – if they are to contribute to the conversation and keep their businesses, and themselves, relevant.

- How can boards determine where their business is in its digital journey and where it need to go?
- What does it take to successfully implement a digital transformation?
- How must the format and composition of traditional boardrooms evolve if boards are to be effective catalysts for digital transformation?

Speaker: Stephen Scheeler Former MD, Facebook ANZ, Executive-in-Residence at Australian Graduate School of Management, UNSW

MC: Leigh Sales

B: Innovation through collaboration

To boost Australia's innovation system and compete globally, it is necessary to build collaborative networks across industry, academia and government. Boards can drive innovation in their own ecosystems by forging productive links that facilitate better sharing of research, IP, human capital, technology and data.

- How can your board create and capture new value through collaboration?
- When and why are boards in different sectors and industries using collaboration to achieve competitiveness, agility and innovation?
- What lessons can be learnt from successful collaboration ventures, both locally and globally?

Panelists: The Hon. Victor Dominello MP, Minister for Finance, Services and Property

Karen Lawson GAICD, CEO, Slingshot Accelerator - Andrew Stevens MAICD, Chair, Advanced Manufacturing Growth Centre - Prof Stephen Parker AO, National Sector Leader, Education, KPMG

Moderator: Anne Skipper

C: Innovation and the law – exploring the grey area

For businesses and boards focused on staying ahead of the pack, the tension between innovation and the law is a real issue that must be managed. Tensions abound in grey areas such as privacy and use of data, yet innovation in this space can build trust and social license and better products and services for customers. But to support a strategy like this, boards need to think differently.

- How are businesses and their boards taking an opportunity-focused view of the

regulatory environment to build strategic advantage?

- How are boards managing the challenges and ramifications of entering new unregulated playing fields and/or innovating within the confines of existing laws?
- What role should regulators play and how can business and regulators work together to achieve better outcomes for both?

*Panelists: Annelies Moens FAICD - Prof Graeme Samuel AC - Jon Duffy, Trade Me
Moderator: Katherine Woodthorpe*

D: Bringing Silicon Valley to Melbourne

Can't get to Silicon Valley? Hear the latest innovation trends and developments from the Valley, Israel and other innovation hotbeds from the comfort of Melbourne.

- What are the latest advances coming out of innovation hotspots globally?
- What will the impact of these advances be on your business?
- What conversations should directors be having now to prepare for these developments?

Panelists: Tim Trumper MAICD, Chair, NRMA - Aki Ohashi, Palo Alto Research Centre (PARC)

Moderator: Holly Ransom

12.30pm LUNCH: CONNECT AND BE INSPIRED

2.00pm THE ECONOMIC OUTLOOK AND ISSUES TO BE AWARE OF

Hear AICD's Chief Economist discuss global issues, emerging risks, and the economic outlook as it relates to boards and the businesses they oversee.

- What were the main economic policy and geopolitical focus areas at Davos this year?
- What did we learn from the WEF global risk survey, in particular from Australian respondents?
- What is the broader economic outlook, both at home and globally?

*Speaker: Stephen Walters FAICD,
Chief Economist, Australian Institute
of Company Directors*

Moderator Leigh Sales

2.30pm INSIGHT FROM THE AICD

Speaker: Angus Armour FAICD

2.45pm TALES FROM THE CORPORATE BATTLEFIELD – PART TWO

From crisis to recovery – The 7-Eleven story

7-Eleven Chairman, Michael Smith FAICD, discusses the near perfect storm faced by the convenience store franchise and the way back to sector leading growth. A story of culture, divided responsibilities, extraordinary shareholder actions, governance practices, threat of class actions and dealing with regulators and franchisees. What happened, why did it happen, could it happen to you, what did they do about it.

*Speaker: Michael Smith FAICD,
Chairman 7-Eleven Stores and
Starbucks Australia*

MC: Leigh Sales

3.30pm KEYNOTE: GOVERNANCE OF A NATION – WHERE TO FROM HERE?

Dr Henry will discuss what needs to be done to set the right policies for Australia's long-term prosperity, and the role business plays in building a strong, inclusive and sustainable economy.

- How can Australia be positioned as a desirable place to live and do business in the future?
- What role can business play in promoting a reform agenda that supports innovation, drives economic growth, achieves fiscal and social sustainability and improves fairness in the system?

*Speaker: Dr Ken Henry AC, Chairman,
National Australia Bank*

MC: Leigh Sales

4.00pm CONFERENCE CLOSE

AICD Managing Director & CEO Angus Armour will review the key insights from the Summit, the implications for practising directors, and AICD's agenda for 2018.

Speaker: Angus Armour FAICD

