

# A NEW LINE OF SIGHT

AUSTRALIAN  
GOVERNANCE  
SUMMIT 2020

2 & 3 MARCH - ICC SYDNEY

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PROGRAM OVERVIEW

# Monday 2 March 2020

9.00am	<b>WELCOME TO COUNTRY</b>	
9.05am	<b>CONFERENCE OPEN AND OFFICIAL WELCOME</b> The AICD's Chair, John Atkin FAICD, Managing Director and CEO, Angus Armour FAICD, will welcome delegates and introduce the themes of this year's Summit.	John Atkin FAICD, Chair, AICD  Angus Armour FAICD, Managing Director & CEO, AICD
9.30am	<b>Boards of 2030</b> Dr Megan Clark AC will introduce this panel by considering what leadership for the future might look like by 2030, especially in the context of innovation science and technology.  Business models are evolving. How do we deal with governance in a world that is continually changing? What skills will be needed and how can boards upskill and recalibrate? This panel of board members will consider what the board of 2030 will need to look like.	Dr Megan Clark AC FAICD, CSL, Rio Tinto, Australian Space Agency  Sharon Warburton GAICD, Wesfarmers, Fortescue Metals, Perth Children's Hospital  Ben Heap GAICD, Colonial First State, The Star Entertainment group, H2 Ventures
11.00am	<b>BREAK</b>	
11.30am	<b>The shifting landscape</b> Geo-political uncertainty and market volatility are adding additional intensity to boardroom discussions. This session will take a closer look at these macro influences, the threats and opportunities they present, and how boards are governing effectively in a constantly shifting landscape.	Michael Froman, Mastercard, Disney, former advisor to President Barack Obama  Mark Thirlwell, Chief Economist, AICD

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12.00pm	<b>Future ready economies and the reform required in Australia</b> Countries around the world are positioning themselves as global innovation hotspots and future-proofing their economies in the process. Israel is leading the way in cybersecurity and Ireland boast world-renowned innovation hubs. Our panel of international and Australian directors will discuss these future-ready economies in the context of what Australian business leaders and policy makers must do to push the reform needed in Australia, and the role that boards can play in ensuring Australian isn't left behind.	Ray Fleming, Enterprise Ireland  Eitan Bienstock, Techbench Capital  Brigid O'Brien, IQT International Australia  Alex Scandurra, Stone and Chalk  Moderator: Maria MacNamara
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12.45pm **LUNCH**

1.45pm **CONCURRENT ELECTIVE SESSIONS #1**

<b>A.</b>	<b>Digital Transformation: A Sydney Water Case Study</b> All organisations are facing a new digital landscape and it is crucial that boards gain an understanding of what this means for their business. This session will explore Sydney Water's digital transformation journey – one that is moving it towards customer-centricity and long-term sustainability – and extrapolate the lessons that are relevant to all organisations.	Bruce Morgan FAICD, Chair, Sydney Water  Greg Couttas, MAICD, Non- Executive Director, Sydney Water  George Hunt, Customer, Strategy and Regulation, Sydney Water  Moderator: Abby Bloom FAICD
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B.

**Digital Transformation in the Not-for-Profit Sector: Good2Give Case Study**

In a bid to stop itself being disrupted, Good2Give transformed the corporate giving market. This tale of digital transformation explores how the organisation identified a technology solution to a customer problem, the challenges faced by the board and management team along the way, and the lessons that can be applied across the not-for-profit sector.

Lisa Grinham, CEO  
Good2Give

Michael Graf  
MAICD, Non-Executive Director,  
Good2Give

C.

**SESSION FULL** **Workforce of the future**

Is your workforce evolving quickly enough? Our panellists will provide expert insights on how boards must think differently about their people if they are to successfully navigate the business transformation and technological opportunities that lie ahead.

Michael Priddis,  
Faethm AI

Rhonda Brighton  
Hall, Making Work  
Absolutely Human

Melinda Cilento  
GAICD, CEDA

D.

**STEM in the boardroom**

Would STEM professionals add value to your board? Is a focus on STEM the key to unlocking future innovation in your business? Our panel will discuss how improving your understanding of science and technology can have knock-on effects throughout the organisation and how directors can become more STEM literate.

Jackie McArthur  
MAICD, Tassal  
Operations,  
InvoCare, Inghams

Dr Katherine  
Woodthorpe  
AO FAICD,  
Antarctic Science  
Foundation,  
Fishburners

Prof Matthew  
Vadas AO,  
Centenary  
Institute

2.30pm **BREAK**

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3.00pm

**Diversity**

The benefits of diversity as a contributor to enhanced performance are widely accepted. Yet achieving true diversity remains a challenge. Should we be rethinking our approach to boardroom diversity and considering new models of director criteria to broaden the competencies and perspectives around the board table? Our panel of diversity advocates will share their thoughts.

Ming Long  
GAICD, Diversity Council, QBE ANZ, AMP Capital Funds Management

James Fazzino,  
Manufacturing Australia

Peter Varghese  
AO, University of Queensland, CARE Australia

Nicola Wakefield  
Evans FAICD, 30% Club Australia, Macquarie Group, Lendlease, AICD

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3.45pm

**Boardroom hypothetical**

Our hypothetical board will explore some of the complex dilemmas facing today's directors. Board members will come prepared with their expert insights on the agenda items for discussion.

Professor Bob Wood, Director of the UTS Futures Academy will also share his insights about the boards decision-making processes and resolutions.

Lou Panaccio  
MAICD, Sonic Healthcare Limited, Unison Housing Corporation

Tim Trumper  
MAICD, NRMA, Platinum Asset Management

Sally-Ann Williams  
GAICD, Cicada Innovations, World Vision Australia

Commentator:  
Professor Robert Wood, UTS

Moderator: Stan Grant

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5.00pm

**DAY ONE CLOSE**

**NETWORKING DINNER**

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# Tuesday

## 3 March 2020

8.30am	<b>CONFERENCE OPEN</b>	Stan Grant, Indigenous Affairs Editor, Australian Broadcasting Corporation
8.35am	<b>OPENING KEYNOTE</b>	
9.00am	<b>Lifting the bar – Learning from recent Royal Commissions</b> In this session, leading directors explore what it will take to 'lift the bar' in response to findings from recent and ongoing Royal Commissions. What boardroom lessons have been learned? What are the key movements in compliance and performance oversight that directors must be aware of? What is the AICD doing to support this shift?	Andrew Condon GAICD, RSL, LifeCare  George Savvides AM FAICD, IAG, Next Science, SBS
9.40am	<b>Governing in slow growth times</b> AICD's Chief Economist Mark Thirlwell will lead a discussion on the considerations for boards in times of economic downturn. Along with his guests Mark will consider the impact on organisational culture, risk and strategy and the boardroom conversations that need to take place.	Andrew Charlton, Alpha Beta  Mark Thirlwell MAICD, Chief Economist, AICD
10.05am	<b>An update on the regulatory environment</b> Pamela Hanrahan will deliver her popular annual update to bring you up to speed on relevant developments in the director liability and regulatory landscape and how they may impact your responsibilities as a director.	Professor Pamela Hanrahan, Professor of Commercial law and Regulation, UNSW

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10.30am **BREAK**

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11.00am **CONCURRENT ELECTIVE SESSIONS #2**

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**A.** **Shifting culture in an established organisation**  
In large or established organisations, culture can be slow and difficult to change. Our experienced panellists will share personal insights from their board and executive careers about cultural shifts and the role that the board and individual directors must play.

Kathleen Conlon  
FAICD, REA Group,  
Aristocrat Leisure,  
Lynas

Melinda Conrad  
FAICD, ASX,  
Caltex, Stockland

**B.** **Setting culture in a growing business**  
We know that culture starts at the top. So how can leaders of new and growing businesses proactively build and sustain an organisational culture that aligns with a supports the organisation's purpose. In this session, we'll hear from leaders of growing businesses about the way they are approaching culture, what they are doing differently and the impact this is having.

Keren Paterson  
MAICD, Trigg  
Mining, JSW  
Australia

Natalie Walker  
MAICD, Goodstart  
Early Learning,  
Inside Policy,  
Telstra Foundation

Christopher  
Murphy GAICD,  
Provim  
Healthcare

**C.** **Getting remuneration right – is it possible?**  
Remuneration is on the agenda of boards across all sectors and has been cited as a contributor to poor corporate conduct. But getting remuneration right is a difficult task. Our panellists will share their own experiences and insights on what does and doesn't work and will consider both director and executive remuneration.

Kathleen Bailey-  
Lord FAICD, Bank  
of Queensland,  
Melbourne Water,  
QBE Insurance

Sylvia Falzon  
FAICD, Suncorp,  
Regis Healthcare

Graham  
Goldsmith AO  
FAICD, Seek,  
Djerriwarrh, Star  
Foundation

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D.

**Not-for-Profit governance in the spotlight**

The AICD's 2019 not-for-profit governance study found that directors are spending more time on their NFP board roles and have more to focus on than ever before. Our panellists will discuss the issues they are prioritising and how recent Royal Commissions are impacting the sector and increasing the expectations on directors.

Fiona Payne  
GAICD, Therapy  
Focus, 360 Health  
+ Community

Paul Masi MAICD,  
Cerebral Palsy  
Alliance

Jon Bisset GAICD,  
Community  
Broadcasting  
Association

11.45am

**Future trends: Shifts we are seeing globally**

In this session, each of our future-focused panellists will discuss what they see as the next big global shift and how the boards of today need to be preparing. The audience will vote on the trend they'd like the panel to explore further and this will guide the conversation.

Kay Firth-  
Butterfield, World  
Economic Forum

Deborah Yates,  
KPMG

Michael Priddis,  
Faethm AI

Moderator: Leonie  
Valentine GAICD,  
Google

12.45pm

**LUNCH**

1.45pm

**CONCURRENT ELECTIVE SESSIONS #3**

A.

**Tackling social purpose: What is your board doing?**

Increasingly investors, customers and employees expect organisations to demonstrate their social purpose and understand the impact of their actions. But how do organisations do this and what is the board's role? Our panellists will dive into the specifics including what boards should be asking of management, what they should be asking of themselves, and how quickly this needs to happen.

Richard Boele,  
KPMG Banarra

Jess Bulger,  
Outward Bound  
Australia

Geoffrey Brunson  
FAICD, Sims Metal



B.

**Dealing with Climate risks – understanding the communities’ expectations**

Hear from the investment community about how they are approaching climate-related risks – both physical and transitional – to gain a better understanding of how customers, shareholders and investors and looking at the issues.

Nerilie Abram,  
Climate Science,  
Australian  
National  
University

The Hon. Ian  
Macfarlane  
FAICD, Woodside,  
Queensland  
Resources Council

Stephen Dunne  
FAICD, Cbus,  
Evergen, QIC

Sue O'Connor  
FAICD, Yarra  
Valley Water,  
Mercer

C.

**SESSION FULL**

**How can you stay close to your customers?**

New technologies and streamlined processes are improving the customer experience but removing many direct customer interactions. How are boards across all sectors using the data available to them to stay close to their customers, gain a better understanding of their wants and needs, and oversee further improvements to the customer experience.

Amanda Hicks,  
KPMG

Louise McElvogue  
FAICD, WhiteHawk  
Inc, Healthdirect  
Australia

Akiko Jackson  
GAICD, 86 400

D.

**Sports Governance in the spotlight**

It is said that success on the field begins in the boardroom. Yet those joining the board of a sporting organisation will quickly understand that sports governance has its own unique set of challenges. Our experienced panellists will share their perspectives on minimising risk, improving performance, and what it takes to ensure the long-term sustainability of a sporting organisation.

Marina Go  
MAICD, Super  
Netball

Gabrielle Trainor  
AO FAICD, AFL  
Commission

Brad Lancken,  
NSW Institute of  
Sport

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2.30pm	<p><b>Keynote presentation</b></p> <p>As chairman of Woodside Petroleum, Qantas Airways, and the AFL Commission, Richard is one of Australia's most prominent and influential business leaders. Richard will join us to share his thoughts on leadership and the issues facing boards as they prepare for the future.</p>	<p>Richard Goyder AO FAICD, Qantas, Woodside, AFL Commission, WA Symphony Orchestra</p>
3.00pm	<p><b>IN CAMERA – SESSION 1</b></p> <p><b>Heart Foundation transformation</b></p> <p>One of Australia's oldest and most respected charitable organisations, The National Heart Foundation, went where very few others dared to go. They successfully converted their federated structure (nine separate entities with nine boards) into a single national organisation with one board. Then they launched a prize winning public health advertising campaign. And then they launched, and promptly withdrew, a major public health advertising campaign which was widely criticised for being too confronting.</p> <p>Chris Leptos, elected President of the National Heart Foundation in 2018, will share his insights on the challenges of going through such a large transformation.</p>	<p>Christopher Leptos AM FAICD, National Heart Foundation of Australia</p>
3.45pm	<p><b>IN CAMERA – SESSION 2</b></p> <p><b>Governing in a natural disaster</b></p> <p>This session will look at the challenges of governing in a crisis. Some of Australia's most experienced leaders will join us to talk about having to make ethical and courageous decisions in a time of great uncertainty and share valuable learnings for the director community.</p>	<p>Mark Croweller AFSM MAICD, Ethical Intelligence</p> <p>Christine Nixon APM</p>
4.30pm	<p><b>CLOSE</b></p>	<p>Angus Armour FAICD Managing Director &amp; CEO, AICD</p>

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