

2021

Governance Institute

# National Conference

culture *powers* purpose

1–2 September | Virtual

Conference program

Platinum sponsor



# Welcome



## From the Chief Executive of Governance Institute

It is with great pleasure that I invite you to join us at Governance Institute of Australia's 2021 National Conference, on Wednesday, 1 and Thursday 2 September 2021.

This is our flagship event that brings together business, government and not-for-profit sector leaders and our community of governance and risk management professionals for an annual exchange of insights, intelligence and ideas that will drive governance and risk management excellence in the coming five to ten years.

We have anchored this year's conference agenda around the theme 'Culture Powers Purpose'. With culture as the thread, the agenda explores: who we are, why we do business, how we do it, what values we espouse, and how we navigate together the paths for resilience, inclusion, innovation, and growth.

Speakers from around the world will focus on the opportunities the coming years offer, the innovations that the recent months have accelerated, and the strategies that will underpin sustainable growth. Through all this they reflect on the pivotal role of people and culture in defining and strengthening the way forward.

We look forward to welcoming you.

Best wishes

A handwritten signature in black ink, appearing to read 'M Motto'.

**Megan Motto** FGIA

Chief Executive, Governance Institute of Australia

## National Conference sponsors

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HOLDING REDLICH



# Program

Join us at Australia's premier event discussing the future of governance and risk management across all industry sectors.

## Day 1 Wednesday, 1 September

7:45am–8:30am Registration open

8:30am–8:35am Welcome to Country

8:35am–8:40am Governance Institute Welcome

Andrew Leake *FGIA, Past President, Governance Institute of Australia*  
Pauline Vamos, *Chair, Governance Institute of Australia*

8:50am–9:00am MC opening

Kate Mills, *Business Journalist and Chief Executive Officer, Property Industry Foundation*

9:00am–9:45am Courageous leadership

Chair: Lisa Edwards, *President and Chief Operating Officer, Diligent Corporation (USA)*  
Carol Austin, *Non-executive Director HSBC, State Super & Grattan Institute*

At critical junctures in history, we remember the leaders who step up to transform and lead as much as we do the events. As we move through a time of historic social, geopolitical, environmental and economic disorder, courageous leadership is in demand.

- Great expectations for leadership — economic returns, environmental impact and social value
- Purpose gives you direction, while culture shapes the road you travel
- How do you know if your leadership is working...or not?



9:45am–10:30am Government and business partnership — harnessing the momentum

Chair: Megan Motto *FGIA, Chief Executive Officer, Governance Institute*  
Professor Sir Edward Byrne *AC, Group Chief Medical Officer, Ramsay Health Care*  
Romilly Madew *AO, Chief Executive Officer, Infrastructure Australia*

Recent events have changed community expectations about government/business partnerships. Will the events of 2020 lend heft and weight to a stronger more collaborative way forward? How can we reset the partnership dial to drive national growth at scale?

- Confronting national crises — public sector accountability and private sector role
- The 2020 cross-pollination — What worked? What didn't? What must change?
- Is there a trust deficit between government and business?
- The risks of poor partnership.

10:30am–11:00am Morning tea

11:00am–11:40am Board diversity: Who is missing at your table?

Chair: Byron Loflin, *Global Head of Board Engagement, Nasdaq (USA)*  
Nicola Wakefield Evans, *Non-executive Director, Lendlease, Macquarie Group and Chair, 30% Club Australia*  
Tanya Hosch, *Executive General Manager, Inclusion and Social Policy, AFL*

Investors and fund managers continue to push boards to demonstrate a genuine commitment to diversity through action on board composition and succession planning.

- Framing the diversity discussion — performance, productivity, decision-making, market intelligence and stakeholder engagement
- How nominations and governance strategy can deliver diversity
- Auditing boardroom culture for exclusionary practices and barriers to engagement
- The power of parity and inclusion.



**11:40am–12:20pm Director Q&A with DSG**

Host: Diane Smith-Gander AO FGA, Chair, ZipCo

Yasmin Allen, Non-executive Director, ASX Ltd, Cochlear Ltd and Santos Ltd

Kevin McCann AO, Chairman, Telix Pharmaceuticals

In this special session, directors respond to a series of delegate questions on the increasing expectation and influence of stakeholders and the challenges for modern boards for stakeholder engagement.

**12:20pm–1:20pm Lunch****1:20pm–2:05pm Concurrent sessions****Concurrent 1A****What is your purpose?**

Chair: Simon Portage FGA, Company Secretary, ANZ Banking Group

John Lydon, Senior Partner, McKinsey

Corporate purpose has been revolutionised by socio-political and economic change, and the disruption that digitisation and stakeholder expectations have wrought. It must delicately balance aspiration, business outcomes and social impact.

- How the definition of corporate purpose changed over a generation
- Testing strategy and decision-making against purpose
- Effective communication to demonstrate confidence, authenticity and intent to customers, investors and stakeholders.

**Concurrent 1B****Culture is a risk**

Chair: Catherine Maxwell FGA, General Manager Policy and Advocacy, Governance Institute of Australia

Dr Richard Claydon, Chief Cognitive Officer, EQ Lab (Hong Kong)

Culture is your organisation's biggest asset. It can also become your biggest liability. So how do you manage and mitigate the risks posed by poor culture?

- Why poor culture is your biggest risk
- Are values, conduct and behaviour truly measurable for risk and reward?
- Cultural vigilance — a proactive oversight of risks, triggers and actions
- When culture becomes toxic how do you empower people to speak up?
- Challenge for culture in post-COVID-19 work environment.

**2:05pm–2:10pm Room change****2:10pm–2:55pm Concurrent sessions****Concurrent 2A****Change is easy; change management...not so much**

Felicia Brady, Independent Program Director & Transformation Lead

Matt Nidd, Executive Advisor, DB Results

Change is often easier than change management. Transformations led by boards or management are a natural part of business strategy and growth but securing participation across the organisation is challenging.

- Effectively communicating the factors that influenced transformation
- How do you know what change feels like on the ground?
- What are the consequent changes to organisational culture?
- Factors for execution and the impact on roles and responsibilities
- Securing time, integrity, effort, and commitment.

**Concurrent 2B****Communicating and advancing risk culture**

Lucienne Layton, Chief Risk Officer, Crestone Wealth Management

James Campbell, Steering Committee Member, Bribery Prevention Network and Partner, Allens

David Tattam, Chief of Research, Knowledge and Consulting, Protecht

- Demonstrating the inter-relationship of risk and impact to the organisation — strategy, operations, finance, third-party, regulatory, reputation, climate
- Aligning risk culture with strategy, performance, and outcomes
- Risk velocity — are you prepared and agile enough for a fast-moving event?

**2:55pm–3:25pm Afternoon tea**

continued →

3:25pm–4:05pm

### **Fireside chat: The intersection of technology, risk management, operations and governance**

*Chair: Greg Dickason, Managing Director Pacific, LexisNexis*

*Anil Sabharwal, Vice President, Google and Non-executive Director, Wesfarmers*

No matter what industry you are in, technology is intrinsic to longevity, governance and risk management. In this session a global technology leader unpacks the meaningful impact of technology across multiple aspects of a business.

- Risk management — customer data is a major asset that every organisation must meaningfully invest in managing risk
- Business operations — how are you using technology to achieve your objectives faster, better and with economy?
- Innovation — new business opportunities arising from macro trends and the democratisation of technology
- Implications for governance and the board role in ensuring that you are doing the right thing.



4:05pm–4:50pm

### **Fireside chat: Rebuilding from catastrophic governance failures**

*Chair: Garth Callender, Chairman, Bravery Trust*

*Dr Sally Pitkin AO, Chair, Super Retail Group*

*Nick Ryan, Chief Executive Officer, Lutheran Services*

*Lindsay Tanner, Non-executive Director, Suncorp*

Multiple governance failures across sectors have dominated headlines, even amidst a global pandemic. This panel discusses the strategies for a comprehensive re-set. And how governance can be built around purpose and substance instead of process and box-ticking.

- Business — board independence, conflict of interest and social license in the spotlight
- Government — challenges for systemic trust and integrity
- Aged-care — why a customer-driven care system is still a work in progress.

4:50pm–5:35pm

### **Achieving net zero: The task for business**

*Chair: Bill Cox, Chief Executive Officer, Aurecon*

*Alison George, Head of Research, Regnan*

*Dr Kerry Schott AO, Chair, Energy Security Board*

*Alex Wonhas, Chief System Design Officer, Australian Energy Market Operator*

As the global commitment hits new highs, business is called on to lead the charge to net zero. But what will be the roadmap? The mechanisms? The cost and effect?

- The levers — policy, social, investor, regulatory and financial
- Financing the transition and managing the trade-offs
- Enabling change — regulation vs incentives
- Will carbon border adjustment mechanisms drive business action?
- What the financial services sector is expected to deliver.

5:35pm–5:45pm

### **Closing remarks from MC and End of Day One**

5:45pm–7:00pm

### **Networking and Entertainment**



**The '4Rs' of a great conference: Themes that are highly Relevant to the prevailing and emerging material issues that businesses need to address. Relevant and diverse speakers that go beyond talk-shop and individual company promotion but provide Relevant yet Realistic perspectives that guide the 'How'.**

**Governance Institute of Australia's Annual National Conference have always met all these criteria with its carefully curated themes, speakers, panels and insights.**

**Andrew Buay**  
Vice President, Group Sustainability, Singtel/Optus





# Day 2

# Thursday, 2 September

8:15am–8:45am

Delegates arrive

8:45am–8:50am

MC opening

8:50am–9:35am

Global risk megatrends

Chair: Sourabh Pandey, Director GRC, Ansarada

Besa Deda, Chief Economist, Westpac Business Bank

Peter Hearl, Chairman, Endeavour Group and Non-executive Director, Santos and Telstra

Phil O'Reilly, Immediate Past Chair, Business at OECD and Managing Director, Iron Duke Partners (NZ)

- Fissures in global structures — markets, communities, supply, social, educational and economic structures
- The urgency for inclusion as inequities deepen in financial, digital, health and social spheres
- Hobson's choice — global re-engagement vs national health and safety
- A new workforce order.



9:35am–10:20am

Regulation, accountability and culture

Chair: Pauline Vamos, Chair, Governance Institute of Australia

Ilana Atlas AO, Non-executive Director, ANZ Bank, Origin Energy, Scentre Group

Cathie Armour, Commissioner, Australian Securities and Investments Commission

Kathleen Conlon, Chair, Lynas Rare Earths Ltd and Non-executive Director, REA and BlueScope

The focus on board accountability and behaviours is keen as regulatory regimes grow in response to governance re-sets, changing up business models and risk environments.

In this discussion the panel considers:

- Regulatory trends — is rapid expansion a challenge for governance
- How new regimes like BEAR are impacting accountability, board behaviours and culture
- How that new culture can percolate through the organisation from management to all parts of the organisation.

10:20am–10:40am

In Conversation — The Chartered Governance Institute Update

Chair: Megan Motto FGIA, Chief Executive, Governance Institute of Australia

Tim Sheehy FGIA, Director General, The Chartered Governance Institute

Peter Turnbull AM FGIA, President, The Chartered Governance Institute

10:40am–11:10am

Morning tea

11:10am–12:10pm

Concurrent sessions

Concurrent 3A

Board matters and stakeholder relations

Chair: Ann Bowering, Chief Executive Officer, Issuer Services, Australia and New Zealand, Computershare

Craig Katerberg, Chief Legal and Corporate Affairs Officer, Budweiser APAC

Vicki Robinson FGIA, Executive General Manager, Company Secretariat, Wesfarmers

- In a post COVID world what are the complexities of managing board matters?
- Changing landscape for corporate relations and the broadening stakeholder universe
- Accountabilities on ESG, cyber security
- What are you doing differently since 2019.



Concurrent 3B

Cyber security — the evolving regulatory landscape

Chair: Lyn Nicholson FGIA, General Counsel, Holding Redlich

Narelle Devine CSM, Chief Information Security Officer Asia Pacific, Telstra

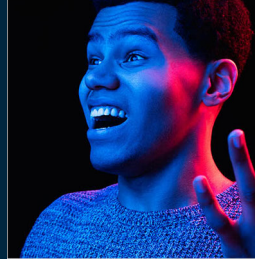
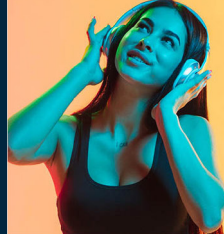
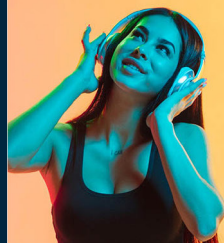
Tracey Edwards, Director Security Services, MLC Wealth/IOOF

Retd Maj Gen Dr Marcus Thompson, Director, Penten, Engineers Australia, and Cyber Compass

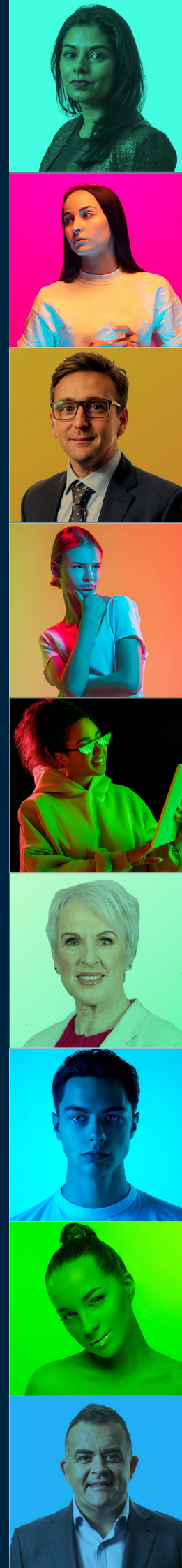
There is an imperative to build the national cyber security capability and partnership between government, business and private sector, and broad discussion on the scope, remit, and scale of the evolving regulatory and legal frameworks. With it comes consideration of new accountabilities, disclosure requirements and security expectations and strategies. In this panel we consider what this will mean for boards, executives, and security teams.



HOLDING REDLICH



12:10pm–1:10pm	<b>Lunch</b>
1:10pm–1:25pm	<b>Conference sponsor awards</b>
1:25pm–2:05pm	<b>Beyond reconciliation to meaningful action</b> <i>Chair: Melinda Cilentio, Chief Executive Officer, Committee for Economic Development of Australia. Co-chair: Reconciliation Australia</i> <i>Shelly Cable, Chief Executive Officer, Generation One, Minderoo Foundation</i> <i>Sean Gordon, Managing Director, Gidgee Group</i> Australia has grappled for two decades with what reconciliation, truth and justice means. In this session we look at the state of reconciliation and continuing systemic racism and inequality that prevent meaningful action. <ul style="list-style-type: none"> <li>• Decoding what racism really feels like</li> <li>• Understanding and delivering on the social contract</li> <li>• Board and management role in meaningful strategy and action.</li> </ul>
2:05pm–2:20pm	<b>Visualising the future of professional development in governance</b> <i>Professor David Glichrist, The University of Western Australia</i>
2:20pm–3:05pm	<b>Fireside chat: Not-for-profits — challenges for governance and service delivery</b> <i>Chair: Dr Lisa O'Brien, Non-executive Director, Bupa Australia and New Zealand</i> <i>Audette Exel AO, Founder and Chair, Adara Group</i> <i>Lucas Patchett OAM, Co-Founder and Chief Executive Officer, Orange Sky</i> The task for not-for-profits and charities continues to grow, but the challenges for funding and service delivery persist. How can new business models and good governance enable growth, efficiency and impact?
3:05pm–3:50pm	<b>Sustaining innovation</b> <i>Anders Sörman-Nilsson, Futurist and Founder, Thinque</i> <ul style="list-style-type: none"> <li>• Why is innovating difficult?</li> <li>• Why is sustaining innovation difficult?</li> <li>• Who or what is at the core of your impetus for innovation?</li> <li>• When does agility become chaos?</li> </ul>
3:50pm–3:55pm	<b>Closing remarks from CEO</b>
3:55pm–4:00pm	<b>End of Conference</b>



## Speaker panel includes



**Lindsay Tanner**

Non-executive Director,  
Suncorp Group and Virgin  
Australia International



**Shelley Cable**

Chief Executive Officer,  
Generation One,  
Minderoo Foundation



**Anil Sabharwal**

Vice President, Product  
Management, Google and  
Non-executive Director,  
Wesfarmers



**Dr Sally Pitkin AO**

Chair  
Super Retail Group

## Tickets (inc GST)

Buy four tickets and get a fifth ticket free.  
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### Virtual conference

	Full conference (Day 1 & 2)
Members/Subscribers	\$295
Non-members	\$395

## Members save up to \$100

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View your member benefits at [governanceinstitute.com.au/membership](https://governanceinstitute.com.au/membership)

## About Governance Institute

A national membership association, Governance Institute of Australia advocates for a community of 40,000 governance and risk management professionals, equipping our members with the tools to drive better governance within their organisation.

We tailor our resources for members in the listed, unlisted and not-for-profit sectors, and ensure our member's voice is heard loudly.

As the only Australian provider of chartered governance accreditation, we offer a range of short courses, certificates and postgraduate study to help further the knowledge and education of the fast-growing governance and risk management profession.

We run a strong program of thought leadership, research projects and news publications and draw upon our membership of the Chartered Governance Institute to monitor emerging global trends and challenges to ensure our members are prepared.

Our members know that governance is at the core of every organisation—and in these tumultuous times, that good governance is more important than ever before.

Register at [governanceconference.com.au](https://governanceconference.com.au)