

# Governance Institute **National** **CONFERENCE** 2018

**Purpose.  
Performance.  
Value.**

**29–30 November**  
Crown Melbourne

## Conference program

### Expert speakers include:

**Justin Wood**

Head of Asia Pacific & Member  
Executive Committee, World  
Economic Forum

**Dr Wendy Craik AM**

Chair, Climate Change Authority

**Lorna Heywood**

Chief Operating Officer,  
Bank of Australia

**Holly Ransom**

Chief Executive Officer,  
Emergent

**Melinda Cilentio**

Chief Executive Officer  
Committee for Economic  
Development of Australia

**John Wylie AM**

Principal, Tanarra Group

**Amanda Mellor**

Group Secretary & Head of  
Corporate Governance,  
Marks & Spencer (UK)

**Professor Toby Walsh**

Scientia Professor of AI,  
University of New South Wales



Two jam-packed days



Over 60 speakers



Networking opportunities



Up to 11 CPD hours

## National Conference sponsors

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### Bronze sponsors

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### Exhibitors

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### Other sponsors

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Join the premier annual gathering of business leaders for the latest insights on governance and risk management as societal purpose, sustainable development and long-term value redefine business vision and best practice.

## Wednesday, 28 November



**7:30pm to 9:30pm — Pre-conference Ice Breaker Networking Drinks**

**Venue: Tonic Bar, Crown Promenade Melbourne**

Reconnect with your governance and risk management peers and form new connections with like-minded professionals over drinks and canapés.

## Thursday, 29 November




8:15am–8:40am	<b>Doors open</b>
8:40am–9:10am	<b>Welcome to country</b>
9:10am–9:40am	<p><b>Plenary session 1 — Keynote: The changing frames for corporate governance</b></p> <p>In a world where customers are emancipated and stakeholder networks have great expectations of the companies, brands and services that they engage with, social purpose has become central to business strategy and long term value.</p> <ul style="list-style-type: none"> <li>• The great moral challenges of our time that make it imperative for business leaders to broaden the focus of their leadership.</li> <li>• The scope and scale of social purpose.</li> <li>• How it connects with business wisdom, practice and value.</li> <li>• Drivers for changing corporate governance standards and practice — insights from UK Corporate Governance principles.</li> </ul> <p><i>Amanda Mellor, Group Secretary &amp; Head of Corporate Governance, Marks &amp; Spencer (UK)</i></p>
9:40am–10:20am	<p><b>Plenary session 2 — Fireside chat: Global and regional economic megatrends</b></p> <p>Paul Bloxham leads a conversation on economic megatrends and their implications for productivity and investment. The panel considers the implications for business leaders and boards as they continue to expand and extend their engagement in the region and internationally.</p> <ul style="list-style-type: none"> <li>• Key indicators that will drive monetary policy and economic growth and evolving structural and environmental issues influencing future views.</li> <li>• The divergence in global economies.</li> <li>• How Asia is travelling as China steers to manage its slowdown.</li> <li>• Inherent risk as debt levels grow.</li> </ul> <p><i>Chair: Paul Bloxham, Chief Economist (Australia, New Zealand and Global Commodities), HSBC Bank Australia</i></p> <p><i>Panel: Stephen Halmarick, Managing Director, Head of Global Markets Research, Commonwealth Bank of Australia</i></p> <p><i>Su-Lin Ong, Managing Director, Chief Economist &amp; Head of Australian Research, RBC Capital Markets</i></p>
10:20am–11:00am	<p><b>Plenary session 3 — Keynote: Anchoring shared value through social licence to operate (SLO)</b></p> <p>Social licence to operate has long been an intangible construct. Recent years have seen much debate on its spirit and nature and the extent to which it can be defined and measured.</p> <ul style="list-style-type: none"> <li>• The challenge of defining and translating SLO on the ground.</li> <li>• Responsible investment, CSR and governance — can SLO be a part of strategy and value creation.</li> <li>• Building community capability to extend the economic and social benefits implicit in SLO.</li> </ul> <p><i>Melinda Cilento, Chief Executive Officer, Committee for Economic Development of Australia &amp; Non-Executive Director, Woodside Petroleum &amp; Australian Unity</i></p>

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11:00am–11:30am	<b>Morning tea</b> Live Silent Demonstration — located in the Exhibition area Presented by LexisNexis		
11:30am–12:10pm	<b>Concurrent sessions (choose your stream)</b>		
<b>1A: Purposeful leadership</b>	<b>1B: Societal governance</b>	<b>1C: The risk universe</b>	
<b>Leading a purposeful organisation</b>  When culture, ethics and trust are challenged how do you lead the organisation out of the wilderness and drive the shift from profit to value?  <i>Chair: Kyle Loades, Director, CUA and Chairman, Hunter Medical Research Institute</i>  <i>Panel: Earl Eddings FGIA, Director Cricket Australia, and Managing Director, Riskcom Group</i>  <i>Rebecca Nichols AGIA, Former Vice President &amp; Associate General Counsel Ethics, Hewlett Packard</i>	<b>Geo-political, economic and social imperatives underpinning board strategy</b>  Global interdependence and the constantly changing geopolitical reality demand enhanced responsibility, accountability and better governance practice.  <i>Chair: Catherine Maxwell, Executive Manager, Policy and Advocacy</i>  <i>Panel: Pam Anders, Director of Public Engagement, Oxfam</i>  <i>Jingmin Qian, Non-Executive Director, Abacus Property Group, Club Plus Super &amp; Australia China Business Council</i>  <i>Megan Motto, Chief Executive Officer, Consult Australia</i>	<b>Geo-political risk</b>  This session considers the top three geopolitical risks brought on by globalisation and the global corporation, the systemic nature of those risks across geographies and relationships and the attributes of an effective risk/response framework.  <i>Chair: Peter Whyntie FGIA FCIS, Director &amp; Principal, Peter Whyntie &amp; Associates</i>	
12:10pm–12:50pm	<b>Concurrent sessions (choose your stream)</b>		
<b>2A: Purposeful leadership</b>	<b>2B: Societal governance</b>	<b>2C: The risk universe</b>	
<b>Board strategies for commercial validation of societal purpose</b>  This session teases out the business sense in social purpose.  <i>Chair: Kyle Loades, Director, CUA and Chairman, Hunter Medical Research Institute</i>  <i>Panel: Christine Moh Suat Moi MAICSA, Group Company Secretary, Hong Leong Financial Group</i>  <i>Susan Mizrahi, Head of Corporate Responsibility, Auspost</i>  Session sponsored by  <b>Board PAC</b>	<b>How boards can reconcile continuous innovation and growth with sustainable development goals</b>  This session looks at the scope and scale of SDG, implicit challenge to business to address systemic challenges and embed sustainability within business strategy. How do you reconcile it with the delivery of continuous innovation and growth?  <i>Chair: Tim Timchur FGIA FCIS, Director, 365 Architects</i>  <i>Panel: Christine Hayward FGIA FCIS, Chief Financial Officer &amp; Company Secretary, Austin Engineering</i>  <i>Justin Story, Principal, Aither</i>	<b>Managing risk during strategic change</b>  The necessity and inevitability of strategic change in a dynamic marketplace means that risk management can never remain static. The presentation will consider practical approaches and case studies for ensuring that risk management continues to address the needs and interest of its many stakeholders.  <i>Chair: Ken Weldin FGIA FCIS, Partner Audit &amp; Assurance, PKF Australia</i>  <i>Gavin Pearce, Chief Risk Officer, icare NSW</i>	
12:50pm–1:50pm	<b>Lunch</b> Three (3) Live Silent Demonstrations — located in the Exhibition area Presented by Diligent and Lumi		



**National Conference Program 2018**

1:50pm–2:30pm		Concurrent sessions (choose your stream)	
3A: Purposeful leadership		3B: Societal governance	3C: The risk universe
<p><b>Shareholder primacy, stewardship and the challenge for effective engagement</b></p> <p>As investors, shareholders and investment managers take an active interest, and investment stewardship becomes critical to economic value of assets, what are the challenges for effective engagement and the influence brought to bear on corporate governance standards and practices?</p> <p><i>Chair: Andrew Thain, Managing Director, Georgeson</i></p> <p><i>Panel: Tim Paine FGIA FCIS, Joint Company Secretary, Rio Tinto</i></p> <p><i>Amanda Mellor, Group Company Secretary and Head of Corporate Governance, Marks &amp; Spencer (UK)</i></p> <p><i>Pablo Berrutti, Head of Responsible Investment, Colonial First Global Asset Management</i></p> <p>Session sponsored by</p> <p></p>		<p><b>The expansion of the business universe and consequent challenges of governance</b></p> <p>The challenges posed by emancipated customers, cross-border trade and stakeholders in dispersed markets, and supply and distribution networks.</p> <p><i>Makarand Lele, President, Institute of Company Secretaries of India</i></p>	<p><b>Environmental risk</b></p> <p>This session examines the economics of climate risk and the key touchpoints for strategy, disclosure and engagement.</p> <p><i>Chair: Jacinta Lattin, Partner, Clyde &amp; Co</i></p> <p><i>Speaker: Tim Nelson, Executive General Manager, Economic Analysis, Australian Energy Market Commission.</i></p> <p>Session sponsored by</p> <p></p>
2:30pm–3:10pm		Concurrent sessions (choose your stream)	
4A: Purposeful leadership		4B: Societal governance	4C: The risk universe
<p><b>Building Indigenous leadership and governance</b></p> <ul style="list-style-type: none"><li>• Empowering the new generation of Indigenous Australians — education, self-determination, and access.</li><li>• Building capacity and capability for Indigenous communities and young leaders.</li><li>• Indigenous perspectives on boards and at the highest levels of business, community and political leadership.</li></ul> <p><i>Chair: Kyle Loades, Director, CUA and Chairman, Hunter Medical Research Institute</i></p> <p><i>Sean Gordon, Managing Director, Gidgee Group</i></p>		<p><b>Harnessing advanced technology and analytics</b></p> <p>With the customer and stakeholders at the centre, how can board strategy be continuously informed through intelligent technologies and analytics to deliver visibility, transparency, choice and foresight?</p> <p><i>Chair: Ali Moore, Broadcast Journalist</i></p> <p><i>Panel: Christopher Stevens, Vice President, Board and Leadership, NASDAQ (USA)</i></p> <p><i>Ash (Ashok) Nair, Chief Data and Analytics Officer, QBE Australia and New Zealand</i></p> <p>Session sponsored by</p> <p></p>	<p><b>People risk</b></p> <p>How do you develop a deeper understanding of what drives an organisation's culture, the expectations for behaviour and how people actually behave? How does this then inform intelligent strategy that identifies potential issues and risks, manages the impact and drives positive change?</p> <p><i>Chair: Zac Zahner, Chief Executive Officer, Effective Governance</i></p> <p><i>Lorna Heyward, Chief Operating Officer, Bank Australia</i></p>
3:10pm–3:40pm		Afternoon tea	
		Live Silent Demonstration — located in the Exhibition area Presented by Directorpoint	

<b>3:40pm–4:20pm</b>	<p><b>Plenary session 4 — Panel: Imperatives for climate action</b></p> <p>What are the environmental, political, regulatory and economic contexts for climate risk in Australia? Are we lagging in our thinking and action on climate? How can boards drive effective climate strategy and strengthen disclosure and reporting of climate related financial and non financial risks?</p> <p><i>Chair: Dr Wendy Craik AM, Chair, Climate Change Authority, Board Member, Reserve Bank of Australia</i></p> <p><i>Panel: Helen Hardy FGIA FCIS, Company Secretary, Origin Energy Limited Dr Paul Fisher, Fellow, Cambridge Institute for Sustainable Leadership &amp; Chair, London Bullion Market Association John Price, Commissioner, Australian Securities &amp; Investments Commission Oshadee Siyaguna, Senior ESG Analyst, Regnan, Committee Member, Future Business Generation</i></p>
<b>4:20pm–5:00pm</b>	<p><b>Plenary session 5 — Keynote: Making NFPs investible</b></p> <p>Finding and sustaining funding in a complex environment is the biggest challenge for the modern NFP. How can the corporate governance model be effectively adapted to drive strategy, financial stability and innovation in service provision?</p> <p><i>John Wylie AM, Founder and Principal, Tanarra Capital, and Chair, Australian Sports Commission</i></p>
<b>5:00pm–5:40pm</b>	<p><b>Plenary session 6 — Closing: Possible outcomes from the royal commission</b></p> <p>The issues in the banking and finance system have been abetted by a system that incubates wrongdoing. Systems, by their nature, are difficult to change. Therefore, a multidimensional approach is called for. This session examines what could be possible outcomes coming out of the royal commission.</p> <ul style="list-style-type: none"> <li>• Regulators and the power to enforce the law (noting Commissioner Hayne's comment 'It is an unusual position to arrive at that the operation of the law depends on the way in which those governed by the law organise their own internal affairs').</li> <li>• Professionalisation of the industry.</li> <li>• Incentive schemes and commissions.</li> <li>• What they could potentially look like in practice and how they will add to existing initiatives.</li> </ul> <p><i>Chair: Dennis Gentilin, Founding Director, Human Systems Advisory</i></p> <p><i>Panel: Dr Deen Sanders OAM, Partner, Deloitte Helen Bird, Director, Masters of Corporate Governance &amp; Research Fellow, Swinburne Law School Professor Andreas Ortmann, School of Economics, University of New South Wales</i></p>


**5:45pm to 7:45pm — Thirsty Thursday networking drinks**
**Venue: Crown Promenade foyer (Exhibition area)**

Strengthen relationships with old acquaintances and make new connections as you discuss your learnings from the insightful conference sessions over drinks.

## Friday, 30 November



**7:00am to 8:30am — Members' breakfast (meeting will start at 7:15am)**

**Venue: Crown Promenade M1 & M2**

**Connect with your peers over breakfast | Featuring a 'Fireside chat with Simon Katich'** looking at some of the recent cultural and systemic issues in governance within Australian cricket and the way forward.

- Institute of Chartered Secretaries and Administrators — Australian Division — Annual General Meeting of members to elect National Councillors and receive the annual review
- Governance Institute of Australia Ltd — General Meeting of members to elect Directors

8:50am–9:00am	<b>Welcome</b>
9:00am–10:00am	<b>Plenary session 7 — International address: Global risk — a future view</b> What are the mega trends influencing global risk? This keynote looks at some of the systemic and structural challenges that will transform risk management in the coming years. <i>Justin Wood, Head of Asia Pacific &amp; Member Executive Committee, World Economic Forum</i>
10:00am–10:40am	<b>Plenary session 8 — Panel: Risk and the organisation — how boards can strengthen risk oversight</b> The Hayne royal commission has laid bare the urgency for strong board and management oversight of the risk function. In a future that promises disruption and an ever-morphing risk landscape, what are the strategies that will enable effective risk oversight? <i>Panel: Kevin McCann AM, Independent Non-Executive Chairman</i> <i>Diane Smith-Gander FGIA FCIS, Non-Executive-Director, Wesfarmers Ltd &amp; AGL Energy, and Chair, Safe Work Australia</i>
10:40am–11:10am	<b>Morning tea</b> Live Silent Demonstration — located in the Exhibition area Presented by Diligent

11:10am–12:10pm		Concurrent sessions (choose your stream)			
5A: Purposeful leadership		5B: Societal governance		5C: The risk universe	
<p><b>How connected customers, new-age workforce and workplace models are shifting business strategy and market dynamics</b></p> <p>This panel considers the nature of the organisation, the people that drive it and those it serves. It unpacks the consequent changes to organisational structure, relationships and the shifts in markets. What then is the new thinking informing next generation governance model?</p> <p><i>Panel: Diane Smith-Gander FGIA FCIS, Non-Executive-Director, Wesfarmers Ltd &amp; AGL Energy, and Chair, Safe Work Australia</i></p> <p><i>Yvonne Butler FGIA, Director, External Board Member Capability Acquisition and Sustainment Group (Department of Defence)</i></p>		<p><b>Benchmarking the collection, use and governance of data</b></p> <p>This cross-sector panel considers the strategies to tackle critical challenges for governance of data in a digitised economy/industry</p> <ul style="list-style-type: none"><li>• The regulatory landscape — has regulation kept pace with the immense and continuous expansion of data collection and the innovations driving technology?</li><li>• Privacy and the limits of consent</li><li>• Strategies for governance of large numbers of employees handling customer and organisational data</li></ul> <p><i>Chair: John Wallace, Chief Data Officer and Senior Executive, Specialist Services, Australian Securities and Investments Commission</i></p> <p><i>Panel: Peter Harris AO, Former Chairman, Productivity Commission</i></p> <p><i>Mariam Shelbourne, Director, McGrath Nicol</i></p>		<p><b>How boards are skilled for technological risk management</b></p> <p>The fourth industrial revolution is driven by fast-paced technological advance and innovation. In such a world how can boards' best understand and manage the scope and scale of digital transformation in their organisation and understand the attendant risks to the business?</p> <ul style="list-style-type: none"><li>• Key technologies changing business models</li><li>• Skilling boards to create policies and frameworks that resonate with current and future business models</li></ul> <p><i>Chair: Anthony Stevens, Founder &amp; Chief Executive Officer, Digital Asset Ventures</i></p> <p><i>Panel: Professor Michael Johnson, Director of Professional Standards, The Australian Computer Society</i></p> <p><i>Gerard Florian, Group Executive Technology, ANZ</i></p> <p><i>Lyn Nicholson FGIA, General Counsel, Corporate &amp; Commercial, Holding Redlich</i></p> <p>Session sponsored by</p> <div></div>	
12:10pm–1:10pm		<p><b>Lunch</b></p> <p>Three (3) Live Silent Demonstration — located in the Exhibition area</p> <p>Presented by Directorpoint, LexisNexis and Nasdaq</p>			
1:10pm–1:30pm		<p><b>Governance Institute awards presentation   Prize announcements</b></p>			
<p>1:30pm–2:30pm</p> <p>Session sponsored by</p> <div></div>		<p><b>Plenary session 9 — Keynote: Anchoring AI in humanity</b></p> <p>Are we about to sleepwalk into a future of intelligent machines in the age of AI? What are the elements of AI and the possibilities of human level intelligence that cause concern? What then should be the central precept for future development?</p> <p><i>Chair: Simon Wilkins, Managing Director, LexisNexis Australia</i></p> <p><i>Speaker: Professor Toby Walsh, Scientia Professor of Artificial Intelligence, University of New South Wales</i></p>			
2:30pm–3:00pm		<p><b>Afternoon tea</b></p> <p>Live Silent Demonstration — located in the Exhibition area</p>			
<p>3:00pm–3:40pm</p> <p>Session sponsored by</p> <div></div>		<p><b>Plenary session 10 —Technology and the rules for purposeful engagement</b></p> <p>Technological convergence connects every business with its universe. An ever expanding universe in which it's every action is visible, and transparency is no longer an option. How can business leverage this transparency and connectivity best to drive innovation, agility and growth?</p> <p><i>Chair: Simon Norcott, Sales Director, Diligent</i></p> <p><i>Speaker: Dr Hugh Williams, Distinguished Fellow, Melbourne Business School, Non-Executive Director, Redbubble and Rome2rio</i></p>			



## National Conference Program 2018

3:40pm–4:20pm	<p><b>Plenary session 11 — Closing: Building intergenerational capacity for good governance</b></p> <p>As a new generation of business leaders come into their own, there is a need to integrate their perspectives and thinking within boards and governance leadership. In this keynote address we consider the most persuasive arguments for young leaders to take on governance roles, to build sound foundations and intergenerational capacity for good governance in the new world</p> <ul style="list-style-type: none"> <li>• What are the core values driving young business leaders?</li> <li>• What are their greatest challenges for effective governance and risk management?</li> <li>• What are the touchstones for culture, ethics, purposeful innovation and growth that will persuade young entrepreneurs and emerging business leaders to take on board roles?</li> </ul> <p><i>Holly Ransom, Founder and Chief Executive Officer, Emergent</i></p>
4:20pm–4:30pm	<p><b>Governance Institute CEO wrap-up</b></p> <p><i>Meegan George FGIA, Acting Chief Executive Officer, Governance Institute of Australia</i></p>
4:30pm	<p><b>End of conference</b></p>



**View the full line up, accommodation information and register at**  
[governanceconference.com.au](http://governanceconference.com.au)

## Become a member and save!

Join the community, unlock a wealth of resources and **save up to \$300** on your registration. You will also be entitled to attend our Members' Breakfast on Friday, 30 November.

Find out if you are eligible for membership at [governanceinstitute.com.au/Membership](http://governanceinstitute.com.au/Membership)