

Chairmen's Mentoring Program

Q&A

Details on the following questions are outlined below:

1. What is the aim of the Chairmen's Mentoring Program?
 2. How many women applied and were selected for the 2011/2012 Mentoring Program?
 3. How many mentors are participating in the Program in 2011/2012?
 4. What has been the selection criterion for the mentees?
 5. How are the mentees selected?
 6. Who is part of the Selection Committee?
 7. How are the mentees matched with their mentors?
 8. When will the next program commence?
 9. What other *Company Directors'* programs or initiatives are available to support board diversity?
 10. Need further information?
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1. What is the aim of the Chairmen's Mentoring Program?

The Chairmen's Mentoring Program ("the Program") involves leading chairmen and other experienced directors of ASX 200 listed companies mentoring highly talented aspiring female directors over a 12-month period. The Program is aimed at increasing the representation of female directors on boards by providing the mentees with the opportunity to:

- develop connections with influential business leaders;
- gain knowledge and skills that will assist the Mentees in achieving director appointments, as well as developing their careers generally;
- increase their understanding of governance issues in listed companies and how listed company boards work in practice; and
- gain valuable insight, advice and guidance on the process of selecting and appointing new directors (including how the search of candidates is conducted, who is recommended for nomination, and who is appointed).

The Program is also designed to enhance the connections of chairmen and experienced directors of ASX 200 listed companies with experienced and skilled women who may be suitable for director roles.

In the long-term, it is hoped that the Program will assist the mentees (through the provision of advice, guidance and support of an experienced chairman or director) to achieve their professional goals.

Chairmen's Mentoring Program

Q&A

2. How many women applied and were selected for the 2011/2012 Program?

We received **342** applications for the 2011/2012 Program. There are **83** mentees selected to participate in the Program in 2011/2012.

The names of the mentees are confidential and will only be made available to the mentors participating in the Program.

The 2011/2012 Program is due to conclude in May 2012.

3. How many Mentors are participating in the Program in 2011/2012?

There are **80** mentors participating in the Program this year.

The list of mentors is available on the Board Diversity page on our website.

4. What has been the selection criterion for the mentees?

The mentees are selected for the Program come from a range of geographical locations, experience and industry backgrounds.

In previous Programs the eligibility criteria for Applicants were as follows:

- be female;
- be members of the Australian Institute of Company Directors (or have applied to become a member);
- confirm that they are currently actively looking for non-executive ASX200 board positions (rather than simply planning to do so in the future);
- be based in NSW, ACT, Victoria, Queensland, Western Australia or South Australia;
- be flexible with their time to be able to meet with their mentor regularly;
- be able to commit to the Program (ie. have the time and availability to properly commit the time required each month to prepare for the mentoring sessions and undertake the necessary work recommended by the mentor); and
- be able to attend the briefing session and launch dinner in their home state (dates to be advised at time of application); and
- have the capacity to currently take on board positions (ie. not too busy with other board, executive or personal commitments). Applicants who are in full-time employment at the time of applying will need to provide details of their ability to accept immediately any ASX-listed board appointments offered to them (eg. written approval from their employer to accept ASX-listed board appointments); and
- not have any plans for significant overseas travel during the mentoring program; and
- not be a current director on the board of two or more ASX 200 companies.

Ideally, Applicants will have:

- completed (or enrolled to complete) the Company Directors Course, Mastering the Boardroom program or International Company Directors Course offered by the Australian Institute of Company Directors or be experienced as a director such that they would be likely to receive an exemption from such courses (as determined by the Australian Institute).

Chairmen's Mentoring Program

Q&A

5. How are the mentees selected?

Applicants are required to complete and submit the Chairmen's Mentoring Program application form together with a copy of their resume. Applicants are selected based on a review of their application form and resume.

The Australian Institute of Company Directors conducts an initial review of all of the applications received. The relevant Division Managers in each state as well as senior director representatives of the Division Councils assist with this review process.

The final decision regarding the selection of the mentees is made by the Selection Committee.

6. Who is part of the Selection Committee?

The Selection Committee generally comprises chairmen mentors, senior experienced directors, representatives of the Australian Institute of Company Directors as well as the Federal Sex Discrimination Commissioner, Ms Elizabeth Broderick.

It is important to note that not being selected for the program does **not** mean that an individual is not 'board ready' or otherwise not suitable for the *Chairmen's Mentoring Program*. We are only able to offer a limited number of positions on the Program each year.

The decision of the Selection Committee is final and no further review or discussion of applications will be entered into. Mentees not selected for the Program are eligible to apply for any future programs, if available.

7. How are the mentees matched with their mentors?

The Australian Institute of Company Directors (together with the assistance of Division Managers and Division Council members) make recommendations with respect to the matching of mentors and mentees. The final decision regarding the matching of mentees and mentors was made by the Selection Committee.

In general, mentees and mentors were matched within their home state (normally ACT residents being mentored by a Mentor in NSW) and with industry preferences in mind.

8. When will the next Program commence?

The *Chairmen's Mentoring Program* has been extremely successful in profiling board ready women to some of Australia's leading Chairmen and boards.

Although the feedback we have received from both Mentees and Mentors participating in previous programs has been very positive, at the conclusion of each program we undertake a program review and modify the Program accordingly.

The 2011/2012 Program is not due to conclude until May 2011 and, at this time, we will undertake the yearly review process.

Chairmen's Mentoring Program

Q&A

We anticipate the 2012/2013 Program will commence later this year with applications opening in July 2012.

Members of the Australian Institute of Company Directors will be notified of updated information on the 2012/2013 program including an invitation to apply for the 2012/2013 Program, when finalised.

Further information and updates on the timing of the applications for the 2012/2012 Program will be provided on our Board Diversity page of our website.

9. What other Company Directors' programs or initiatives are available to assist women?

The Australian Institute of Company Directors has introduced a number of programs and initiatives designed to increase gender diversity on Australian boards. For more information, please visit www.companydirectors.com.au/boarddiversity.

10. Need further information?

For further information on our board diversity initiatives including our Chairmen's Mentoring Program please visit www.companydirectors.com.au/boarddiversity

Alternatively please contact your Members Relations Executive in your state or contact Sonja Price, Board Diversity Advisor on 02 8248 6600