Australian Institute of Company Directors

Corporate Profile

Internationally-recognised, member-based, not-for-profit organisation influencing governance laws, practices and the performance of directors, boards and their organisations.

“We provide leadership on director issues and promote excellence in governance to achieve a positive impact for the economy and society”
Corporate profile – companydirectors.com.au

# Australian Institute of Company Directors

## Welcome

As an internationally recognised, member-based, not-for-profit organisation we provide leadership on director issues and promote excellence in governance.

We have more than 32,000 members with close to 900 members based offshore in countries including Singapore, China, Hong Kong, Indonesia, the United States, the United Kingdom and the United Arab Emirates. Our membership includes directors from organisations as diverse as ASX-listed companies, government bodies, not-for-profit organisations, charities, family-owned/private companies and entrepreneurial ventures.

We have offices in every Australian state as well as in Canberra and representation in Darwin, with a national office based in Sydney, and nearly 200 employees nationwide who are committed to serving our members in our cities, regional areas and internationally.

The following pages describe our expertise, our role in the professional development of directors and our comprehensive contribution to governance principles, laws, practices and performance. We are a disciplined and dynamic organisation committed to maintaining high ethical standards and to increasing our specialised knowledge. Our role and aim guide everything we do.

## Our role

To provide leadership on director issues and promote excellence in governance to achieve a positive impact for the economy and society.

## Our aim

By 2017, to be recognised as:

- A key influencer in the creation of world-leading governance laws and practices in Australia.
- A key player in achieving world-leading performance of Australian boards and directors, including the application of governance principles.

## Our invitation

As you read this profile and obtain a better understanding of our organisation, we invite you to consider how you could be involved. For more information about us, please contact us or visit our website at [companydirectors.com.au](http://companydirectors.com.au)

We look forward to your engagement and participation in our activities.

*John H.C. Colvin FAICD*

Chief Executive Officer and Managing Director
Our history
The Australian Institute of Company Directors celebrated its 21st birthday in 2011. The origins of our organisation can be traced back to the United Kingdom’s Institute of Directors (IoD), formed by Royal Charter in 1906. State branches of the IoD appeared in Australia in the 1960s. These branches were amalgamated in January 1971 under the Institute of Directors in Australia, an autonomous body affiliated with the IoD in the United Kingdom. The challenge of servicing state branches saw the emergence of the Company Directors Association of Australia in 1982. These two bodies merged on 1 January 1990 to form the Australian Institute of Company Directors.

Since these early beginnings, we have developed as an organisation that is recognised for quality and professionalism. Today, we strive to influence the creation of world-leading governance laws and practices and the ability of directors and boards to achieve world-leading performance in their application of governance principles.

Organisational structure
We are a national organisation with seven state and territory divisions. Our national Board, which consists of 12 directors, is our governing body.

Our Board is comprised of up to four national directors, including the chairman, and seven division representatives. The division representatives on the board appoint the chairman and national directors. The chief executive officer may be appointed managing director by resolution of the board.

Profiles of our current board members and the procedure for appointing directors can be found on our website.¹

We have a national office in Sydney, offices in all Australian states, the ACT and representation in Darwin. Members are served by their state division and a state manager, and that office reports to the national office on the effective running of the division. Each division has between five and ten Division Councillors, with up to six representatives elected by our members and up to four appointed by the council.

Our national office is structured to support our state divisions. Our team delivers professional development courses and events, publishes Company Director magazine and good practice guidance publications for directors, develops policy on director issues and represents the views of members nationally.

¹companydirectors.com.au/General/Header/About-Us
Membership
We have more than 32,000 members. Our members include directors from such diverse organisations as ASX-listed companies, government bodies, not-for-profit organisations, charities, family-owned/private companies and entrepreneurial ventures. For companies in the ASX 200, 98 per cent have at least one director that is a member and 63 per cent of ASX 200 chairmen are members.

Our international members are based in more than 30 countries around the world, from locations as far north as the Scandinavian countries to the very southern tip of South America.

Membership provides access to valuable information and support, recognised post-nominals, quality professional development, strategic briefings and a range of connection opportunities, all designed to enhance the quality of directors and boards, and in turn, organisational performance. For members working in, or travelling to, Sydney we also offer access to our Business Centre and Member Lounge, with features including complimentary Wi-Fi, newspapers and meeting hubs to catch up with a guest over coffee. A wide range of meeting rooms are also available for hire. A similar facility is available in Melbourne.

Many of our members give generously of their time and expertise, through honorary contributions to our activities, including delivering presentations at events, and reviewing and writing our programs and publications.

Our categories of membership and the applicable post-nominals include: Affiliate (AAICD), Member (MAICD), Graduate Member (GAICD), Fellow (FAICD) and LifeFellow (FAICDLife). The eligibility criteria for each membership category is available on our website.

Commencing from their renewal date in 2013, all Members, Graduate Members and Fellows will be required to undertake sixty units of compulsory Director Professional Development (DPD) over a rolling three-year cycle to maintain currency of their knowledge of directors’ duties and to demonstrate their commitment to necessary continuous improvement. This replaces our former obligation for Fellows to undertake 10 hours of CPD per year. Further details regarding our DPD requirements are available on our website.  

Director Professional Development Commences January 2013

Business Centre and Member Lounge, Sydney
Opened June 2012

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2 with the exception of Affiliates, retired members and Life Fellows
Directorship Opportunities

Directorship Opportunities is our online directorship listing service, available exclusively to members on a subscription basis. Functioning as an online “job board”, organisations can submit board vacancies and have these promoted to members looking for new directorships. More than 420 roles were advertised in 2011/12, bringing the total positions advertised in just over two years to more than 1,100.

Sponsorship

Our events program is strongly supported by our National and Division sponsors. Founded on agreements designed for mutual benefits, we provide sponsors with profiling opportunities before our influential membership base of senior decision makers (including a large number of individuals who hold multiple directorships) and in return, offer our members an extensive schedule of events to attend at reasonable rates – and in some circumstances, on a complimentary basis. We align with sponsors that are suited to our brand and who are able to assist us in providing relevant and quality information that meets our members’ needs.
Quality focus
We are focused on promoting the importance of quality governance practices. Through conducting our director and board professional development programs, we strive to positively influence the performance of directors and boards and the organisations they govern.

We believe that the ability to make an appropriate contribution as a director is enhanced by maintaining currency of knowledge and learning from the experience of others. In 2011/12, more than 10,500 directors and aspiring directors attended a formal education course conducted by us.

By offering a powerful series of professional development programs, we provide directors and organisations with increased capacity to respond to the tough questions that arise in the boardroom and to fulfil their responsibilities.

We offer a range of director and board development opportunities to ensure that directors with diverse backgrounds have learning experiences that meet their needs. Every course in our portfolio is accompanied by annually updated materials that use case studies and real life examples. Some programs are available in a variety of delivery formats, including by distance education and e-learning.

Education philosophy
Our assurance to directors is that we will provide director and board development programs that:

• address directors’ current needs
• reflect contemporary thinking and practice
• are developed for directors by directors
• include practical examples
• are easily accessible
• provide tools and insights that are immediately useful
• promote high ethical standards.

We deliver on this vision through the support of our National Education Advisory Committee.

“The quality and standard of the course materials, facilitators and staff were exceptional. The environment created was highly conducive to learning and sharing. This was one of the most critical aspects of my development through the course.”

Durkhanai Ayubi gAICD
Board Member, Spectrum Migrant Resource Centre
CDC Non-Residential, Victoria
Our courses

We are well placed to support the educational needs of directors across Australia, including in regional hubs, and internationally.

In 2011/12:

- We conducted 548 courses (up from 483 in 2010/11) from our portfolio prepared by 30 writers in a flexible range of formats (short courses, e-learning and by webinar).
- 3,400 participants attended our Company Directors Course and the International Company Directors Course.
- More than 1,000 participants registered for our webinar on reforms to the not-for-profit sector.
- Our courses were conducted by 169 accredited facilitators.

Since 1998, we have had a license agreement with the Thai Institute of Directors facilitating delivery of a director education program modelled on our flagship Company Directors Course.

Our International Company Directors Course will be offered in three international locations in 2013: Abu Dhabi, Shanghai and Singapore.

We have a particular focus on offering professional development activities in Hong Kong, Singapore and Indonesia – as regions of strategic importance to our members, as well as Australia and its directors.

Also in 2012, executives from some of Australia’s leading companies participated in our corporate leadership program, Board Ready. Over the six-month program, participants had the opportunity to contribute to a simulated board and to develop their abilities to consider and deliberate on governance issues. Board Ready is now available in a single-week format.

Our full suite of courses is outlined in our Professional Development Handbook which is updated twice a year, and available for download from our website.

Course assessment

Participants in the Foundations of Directorship, Company Directors Course, International Company Directors Course and Mastering the Boardroom courses who seek recognition may complete optional assessment tasks.

The assessment in each program consists of:

Foundations of Directorship
One online examination consisting of multiple choice questions.

Company Directors Course and International Company Directors Course
- One written assignment.
- One online examination consisting of both multiple choice and short answer questions.

Mastering the Boardroom
A group presentation during the course and one individual written assignment.

Our assessment markers are practising directors with extensive experience in assessing adult learning.

Financial members who successfully complete assessment tasks for the Company Directors Course and International Company Directors Course can use the post-nominals GAICD.
Course Facilitators
We undertake a rigorous process in the selection and management of facilitators across the portfolio. Our facilitators have formal qualifications and experience in the subject area; have undertaken corporate governance development; hold directorships (or work closely with a variety of boards); and have experience in facilitating. Facilitators are evaluated by participants at the end of each session they deliver. Ongoing support and development opportunities are offered to facilitators to assist them in maintaining the required minimum participant evaluation rating of 82 per cent. In 2012, facilitators of our non-residential Company Directors Course achieved a satisfaction rating of 91 per cent over the 110 courses presented.

In-Boardroom delivery
In addition to the Company Directors Course and our other education programs for individual directors, we offer development programs to boards across Australia and internationally. We work in confidence with boards to assist in determining the board’s priorities, recommend the most appropriate program to meet the organisation’s needs and to focus delivery and discussions to meet customised outcomes.

Scholarships
We offer, and facilitate through scholarship programs, greater access for directors to attend many of our programs, including the Company Directors Course and Mastering the Boardroom. As an example, in July 2012, more than 400 scholarships were offered by the Australian Scholarships Foundation and corporate supporter Perpetual to directors of not-for-profit organisations. We have also developed scholarship programs with the Federal and Victorian governments as part of our commitment to increase the representation of women on Australian boards. These programs have enabled us to award more than 200 scholarships to emerging female directors since 2010.

Mentoring
The Australian Institute of Company Directors is committed to increasing the representation of women on boards in Australia. Our Chairmen’s Mentoring Program has played an important role in highlighting the value of board diversity and has engaged some of Australia’s leading directors and chairmen in championing the business case for increased female representation at board level.

Our Chairmen’s Mentoring Program has provided an opportunity for selected mentees to build the knowledge and skills that could assist them in achieving director appointments, as well as increase their understanding of governance issues and gain valuable insights on how company boards work in practice.
**Indigenous Governance Program**
Our Indigenous Governance Program comprises six courses which were developed and piloted in Australia with funding from Indigenous Business Australia.

In June 2009, we partnered with the Federal Department of Education, Employment and Workplace Relations (DEEWR) to deliver a Company Directors Course for Indigenous business leaders, with 21 identified leaders from around Australia attending the program. The success of the course reaffirmed the importance of making it accessible in other regions and as such, it was held in Adelaide in 2010 and in Perth.

In June 2010, we signed an agreement with Agricultural Management Company to extend the reach of the Indigenous Governance Program to remote and regional areas. In 2011, our Victoria Division partnered with Aboriginal Affairs Victoria and the Indigenous Leadership Network Victoria to launch the Wayaperri Initiative, aimed at supporting indigenous leadership through participation on boards, mentoring and learning. The Indigenous Governance Program has been delivered to more than 20 indigenous corporations and entities across Western Australia.

“Our events are designed to deliver insightful content and to help facilitate new connections for attendees. In the coming year, we will continue to improve our active events program for the benefit of our members.”

John H.C. Colvin FAICD
Chief Executive Officer and Managing Director
Australian Institute of Company Directors

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Public Sector Governance Forum: 12
Canberra (see page 12)
Event programs
In addition to our formal director and board development courses, we support the professional development of directors by bringing our members and guests together to hear other directors share their experiences and to facilitate the exchange of ideas.

In 2011/12 we held 423 events which were attended by more than 34,000 participants.

The events we conduct each year include:

- Company Directors Conference
- Directors Briefings (seminars)
- Luncheons with guest keynote speakers
- Essential Director Update
- Sector-specific Conferences and Forums
- Roundtables with special interest groups, including ASX 200 directors
- International Director workshops and networking events

Each event is designed to inform directors and in turn to contribute to the quality of governance and directorship. By bringing together directors, regulators, academics and governance experts, we facilitate professional development through the sharing of ideas and through robust discussion about topical director and governance issues.

In addition to our active events program in Australia, we also host events in a growing list of countries where our members wish to connect, and stay in contact with, their fellow Australian directors. These events are designed as both professional development and networking opportunities.

In the past three years, we have held events in Singapore, Hong Kong, Jakarta, Thailand, New Zealand, Dubai, Abu Dhabi, the United Kingdom, USA and Papua New Guinea. Scheduling our events around our International Company Directors Course has allowed us to also introduce participants to other directors working in these regions.

Company Directors Conference
Each year we host a National conference to explore topics that are important to Australia’s economic future through the lens of governance and directorship.

Over three full days, delegates hear from distinguished local and international speakers and have many opportunities to discuss new insights with their peers at breaks and social functions. Conference content is carefully planned so that directors gain a fresh perspective on current and future boardroom trends.

A different location is selected each year so that attendees can explore topical issues from a variety of regional and trading perspectives. Over the past five years, we have held conferences in China (Beijing and Shanghai), New Zealand, Darwin and Queensland. In May 2013, the Company Directors Conference, Directorship:13 will be held in Singapore.
Healthcare sector governance
Directors with an interest in healthcare were invited to attend a half-day forum in September 2012 following the success of our inaugural Healthcare Conference in 2011.

International speaker, Mr Fred Lee, headlined the forum with a presentation on how to go “from good to great in patient perceptions”.

Public sector governance
For employees and directors of federal, state and territory government organisations with governance responsibilities, we host a dedicated public sector event each year.

Following our third annual Public Sector Governance Conference conducted in 2011, we ran a half-day forum with a keynote address from Senator The Hon Penny Wong, Minister for Finance and Deregulation in September 2012.

Briefings and Workshops
We conducted more than 100 briefings and workshops in 2011/12, providing over 6,000 attendees with information on a range of topics, from those central to governance and directorship to sector-specific events. Examples of topics covered at our Directors Briefings and Workshops in 2011/12 include:

- Finding board positions / new directors
- Issues for not-for-profit directors (various topics, customised to regional needs)
- Not-for-profit reform
- Workplace health and safety reform
- Board structure, tenure and renewal
- Board evaluation and performance
- Appointing the right CEO
- Finance for small-medium enterprises
- How to grow your small to medium business
- Forming an advisory board
- The audit and risk committee
- ‘War stories’
- Difficult conversations
- Risk for directors
- Strategic planning
- Directors & Officers’ liability insurance
- Business continuity planning
- Environmental risks
- Environmental and social governance
- Creating a culture of innovation
- IT governance
- Cloud computing
- Foreign subsidiaries
- Managing risks of overseas operations
- Business legislation update
- Economic update / Macroeconomic trends
- Health-sector reform
- Remuneration reform
- Continuous disclosure
- Preparing for a carbon future
- The non-executive director and indigenous board
- Social media
- Media management
- Bribery and corruption
The Essential Director Update
Every year we deliver a three-hour seminar on current issues affecting director responsibilities. The interactive seminar, and complimentary, member-only event, has a clear focus on the status and outcomes of recent legal cases, policy trends and the regulatory environment.

The Essential Director Update is conducted in Canberra, Sydney, Brisbane, Adelaide, Melbourne, Perth and Hobart, with a live webinar and recording made available for those who could not attend the seminar in person.

More than 3,000 members Australia-wide attended the seminar in 2012. Events like the Essential Director Update demonstrate our commitment to ensuring that directors’ knowledge is up-to-date.

Not-for-profit (NFP) Forums
In 2013, we will launch a new National Event series for directors of not-for-profit organisations. The forums will include keynote speakers, an update on the NFP reforms and a panel of directors from the NFP sector. In addition to an update on the current reforms, topics will include the effective measuring and monitoring of outcomes, increasing compliance, director skills and succession planning, and the board’s role in fundraising.

ASX Roundtable Series
In recognition of the heightened scrutiny and the high level of complexity involved in the governance of leading Australian listed companies, we have developed an ASX 200 Roundtable Series. Roundtables provide members who are directors of ASX 200 companies with the opportunity to discuss with their peers the latest thinking and issues for Australian directors. The insights and information shared by directors also contributes to the development and direction of our policies and guidance that we provide to the director community.

Director Nexus
Our members are invited to participate in an exclusive series of confidential, personalised peer-to-peer forums, known as Director Nexus. Our Director Nexus program has a strong focus on enhancing board performance through group learning. Participants are encouraged to share their experiences and ideas and address specific issues under the guidance of an experienced chairman.

“Nexus has exceeded my expectations…It provides dedicated time to reflect on current and emerging governance challenges away from the specific issues of my own boards.”

Jan Begg FAICD
Non-executive director, South Eastern Medicare Local Limited and City West Water
Director, Royal District Nursing Service
Nexus Participant
Australian Institute of Company Directors
News and information for directors and boards

Access to information and updates
We are committed to providing our members with access to information on issues that are important to the professional development of directors and to the boards on which they serve. Through a number of different formats, we keep directors abreast of directorship, governance and regulatory issues.

We provide information through a range of channels, including:

- Phone and email
- Company Director magazine
- The Boardroom Report e-newsletter
- Member alerts
- Our website
- Newsletters (for individual states, regions and international members)
- Our member-only group on LinkedIn

Assisting directors with queries
Members are invited to contact us by phone and/or email for assistance if they are seeking information on directorship or governance. We have a team of Member Relations Executives working across Australia to receive and investigate member queries.

Maintaining a comprehensive library helps us to respond to queries and also informs our research and policy development. Our collection of directorship and corporate governance resources contains more than 4,700 records. In addition, our library has access to a network of libraries run by other director institutes worldwide.

The Boardroom Report
The Boardroom Report is our fortnightly e-newsletter, covering breaking news and emerging issues relevant to directors. The Boardroom Report is another avenue by which we help to keep directors up to date with their professional responsibilities and with changes to the environment within which they operate. The report provides commentary on current issues, informs directors about new regulatory requirements and sets out the views of directors on a range of business issues. Each year, The Boardroom Report includes more than 100 articles on current issues for directors, on topics such as board diversity, remuneration, reporting, director liability, AGMs and governance in the not-for-profit sector.

National Update and Member Alerts
We circulate a National Update to our members monthly. This email update provides directors with notification of upcoming professional development opportunities, informs about national regulatory and policy developments and provides links to other relevant material. We also send Member Alerts to our members when significant events occur that affect the role of directors.

Company Director magazine
Company Director, a print magazine published 11 times per year, is sent to all members. The magazine features interviews with leaders in Australian business and regular columns on current legal and business issues. Company Director magazine is an invaluable resource that assists directors to keep in touch with the latest legal, economic and strategic issues. Previous articles from Company Director magazine are available on our website.

August 2012

*companydirectors.com.au*
Director Resource Centre
The Director Resource Centre on our website provides information for directors and boards on good corporate governance. Members can access:

- Director Q&A - Answers to common questions about corporate governance, boards and directorship as well as our director tools (practical, member-only reference tools which provide examples, points to consider and reference sources to assist with your board duties).

- Publications - Company Director magazine, The Boardroom Report and books on corporate governance and directorship.

- Policy submissions and papers - Formal submissions and published papers developed by our Policy team.

- Multimedia - Podcasts and videos from our events.

- Directorship in your organisation - Information sorted by role and organisation type (e.g. private company; listed company).

- Useful links - A large listing of categorised links to external websites with governance information.

Content in the Director Resource Centre can also be filtered by topic. Topics include board diversity, directors’ and officers’ insurance, director liability, remuneration and much more.

Newsletters
We also distribute local newsletters to members. The newsletters share the insights, experiences and expertise of directors from a local perspective. The newsletters assist directors to remain informed about local initiatives, regulatory reforms and professional development opportunities in their region.

Member-Only LinkedIn Group
More than 9,000 members of Company Directors have joined our official LinkedIn Group, “The Australian Institute of Company Directors Member Group”. The group provides members with a forum to discuss important director issues, with a sample of popular topics including innovation, IT governance, productivity and whether not-for-profit organisations should ‘aim to make a profit’.

Our activity on LinkedIn also extends beyond our membership through our Group, “Directing Tomorrow”, which is a forum for the Australian director community to discuss the quality of directorship.

Chairman, Auditing and Assurance Standards Board, Merran Kelsall FAICD and Corporate Governance Committee Member, Peter Warne FAICD at the launch of Audit Committees, A guide to good practice, August 2012
Policy development
The development of policy on issues of interest to directors is one of our core functions in serving our membership. We advocate for improvements to the legal and regulatory framework where there is a real or potential negative impact on the ability of boards and directors to govern effectively.

Through our expertise, representation and guidance on key issues, we seek to influence and support the quality of governance and in turn, the performance of boards, companies and the economy.

Expertise
Our expertise in governance and directorship issues stems from the experience and knowledge of our policy team, our policy committees, forums, professional networks and our members.

Policy team
Our policy team develops policy on specific director and board-related issues and represents our members on these issues. Our objective is to ensure that governments develop an economic and regulatory environment in which businesses can flourish and compete internationally.

As good governance leads to economic prosperity, good practice in directorship, nationally and internationally, is continually being researched and developed by our policy team. Collectively, the team has high-level academic qualifications and professional backgrounds in law, economics, accounting, corporate and securities regulation, the public sector, business and directorships. The extensive corporate governance experience of our policy advisors gained from professional and academic careers in Australia and overseas, means our policy team is well equipped to consider and develop sound policy and guidance on technical governance and directorship issues.

Policy committees
In addition to our policy team, we harness further expertise through our national policy committees. The members of our policy committees include prominent directors, lawyers, accountants, auditors and industry association representatives who either serve on, or advise boards, in their areas of expertise. By bringing together a range of experts, these working policy committees provide us with forums for ”stress testing” and refining policy positions, identifying key issues and developing guidance on a range of governance issues for directors.

Corporate Governance Committee
The Corporate Governance Committee is chaired by Belinda Hutchinson AM FAICD, who is chairman of QBE and who holds a number of other senior board positions. The committee members include directors from a diverse range of companies who have a keen interest in corporate governance and improving board effectiveness. A list of the committee members is available on our website. The committee’s key objectives are to identify and to advocate for good practice in governance and directorship.

Law Committee
The Law Committee is chaired by Professor Bob Baxt AO FAICD, an emeritus partner of Freehills. The committee members include practising directors, partners of professional services firms, consultants and academics who specialise in advising boards on a range of legal issues, together with representatives of our Division Councils. The committee meets primarily to discuss aspects of corporations and business law that affect company directors. The Law Committee also plays a pivotal role reviewing and providing comments to the policy team on a range of draft legislation and regulations. A list of the committee members is available on our website.
Reporting Committee
The Reporting Committee is chaired by Michael Coleman FAICD, deputy chairman of the Financial Reporting Council and formally KPMG’s Regional Leader – Asia Pacific Quality and Risk Management. The Reporting Committee is one of our longest serving policy committees and has been providing input to the policy team for almost 30 years. The committee’s focus is on financial and other reporting issues affecting directors. The Reporting Committee comprises practising directors, experts from professional firms and professional associations, chief financial officers and representatives from each Division Council. A list of the Reporting Committee members is available on our website.

Chairman’s Forum
In addition to our working policy committees, we bring together chairmen of Australia’s listed companies through our Chairman’s Forum. The Chairman’s Forum is chaired by David Crawford AO FAICD.

The objective of the Chairman’s Forum is to promote discussion on issues of importance to chairmen of major Australian listed companies and in doing so, provide input and feedback to our board and management. By listening to senior directors and gathering the views of chairmen of major Australian companies, we ensure that our policy development for listed company boards reflects the voice of directors.

Members
We also enhance our governance and directorship expertise through our large membership base. Members regularly provide feedback and views on current or topical directorship issues, participate in research projects and taskforces conducted by us, and assist in the development of guidance or policy positions with our staff.

At any given time within our organisation, a range of taskforces are underway that involve members of our policy committees and our wider membership base.

Networks
In addition to our policy committees, we liaise with legislators, regulators and other stakeholder groups on issues affecting directors and boards.

In our day-to-day activities, we are regularly in contact with representatives from:
- ASX Corporate Governance Council
- Auditing and Assurance Standards Board
- Australian Accounting Standards Board
- Australian Chambers of Commerce in Hong Kong and Singapore
- Australian Charities and Not-for-profits Commission (ACNC)
- Australian Prudential Regulation Authority (APRA)
- Australian Securities and Investments Commission (ASIC)
- Business Coalition for Tax Reform (BCTR)
- Business Council of Australia
- COAG Reform Council
- Committee for Economic Development of Australia (CEDA)
- Corporations & Markets Advisory Committee (CAMAC)
- CPA Australia
- Federal Treasury
- Financial Reporting Council (FRC)
- G100
- IASB Standards Advisory Council
- Indonesia / Australia Business Council
- Institute of Chartered Accountants, Australia
- International Corporate Governance Network (ICGN)
- Law Council of Australia and Law Societies

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Major Australian universities and some of the leading universities internationally (e.g. Sydney University, Melbourne University, University of New South Wales, University of Queensland, University of Western Australia, London School of Economics, Oxford, Yale)

Other Institutes of Directors – including from the United Kingdom, New Zealand, Canada, United States, South Africa, Malaysia, Brazil and Singapore

Productivity Commission
Standards Australia
Takeovers Panel

The Australian Government Office for Women
The Department of Prime Minister and Cabinet
World Bank/International Finance Corporation/
Global Corporate Governance Forum

Global Network of Director Institutes (GNDI)
We are a founding member of the Global Network of Directors’ Institutes (GNDI). Membership of GNDI provides us with a forum to demonstrate the leadership of Australian directors internationally, and to share expertise in corporate governance and professional director development. GNDI is comprised of membership organisations for directors from Australia, the UK, US, Canada, Malaysia, New Zealand, Brazil, South Africa and the EU.

Representation
We represent directors at all levels of enterprise: from the largest public, private, government, not-for-profit organisations and charities, to the family owner-operator, and those directors who may, in addition to a separate directorship, own their own small or medium business. We provide a voice for directors by preparing submissions to government, giving evidence and appearing at public hearings, and by meeting with government ministers and representatives of regulatory bodies to discuss director-related issues. We are also regularly called upon as a commentator in the media on issues affecting directors.

Each submission or paper is carefully researched and developed using our internal expertise and by consulting with our policy committees, members, or external networks.

In 2011/2012 we made 25 public submissions to government and regulatory bodies on issues including director liability, not-for-profit reform, executive remuneration, financial and non-financial reporting, superannuation legislative amendments and governance standards, red tape, insolvency, class actions and litigation funding.

6www.gndi.org
Australian Institute of Company Directors
Shaping the operating environment for directors and boards

Research
We carry out independent and commissioned research as a service to our members and the director community. Examples of our research projects include:

Director Sentiment Index
The Director Sentiment Index is Australia’s only index of director views and sentiments on business, regulation, governance and public policy. A bi-annual survey is conducted on our behalf to ascertain directors’ views, current priorities and future intentions.

Institutional Share Voting and Engagement
Strengthening the understanding between company directors, institutional investors and proxy advisors can lead to better decision-making, more valuable corporate disclosure and enhanced communication. This research report explores the effectiveness of the engagement between directors, institutional shareholders and proxy advisors and provides a map of the institutional share voting process in Australia.

Directors Social Impact Study
The Directors Social Impact Study is Australia’s only study examining the governance of the not-for-profit (NFP) sector and the contribution made by its directors to the economy and society. The Directors Social Impact Study 2012 provides information on the current state of governance in the NFP sector.

Governance of Government
During 2011/12, we also conducted new research of the publicly available records detailing the backgrounds of Federal politicians, whether part of Government or otherwise, to examine levels of commercial experience.

ASX 200 Listed Company Research Database
We have established a database containing information on the board composition and corporate governance practices of a sample of S&P/ASX 200 companies. In late 2012, we released our first ASX 200 Snapshot Report, presenting statistical highlights from this data, and showing trends over time. In addition to capturing data as released in the Listed Company annual reports, we are continuing to monitor ASX 200 board appointments in real-time, and we regularly publish statistics on gender diversity on our website.

Publications
The Australian Institute of Company Directors monitors trends in governance and directorship issues. Through extensive research and by harnessing expertise drawn from internal and external sources, we regularly release publications to assist directors in the performance of their day-to-day duties. Our publications show our commitment to being the voice and trusted source of governance and directorship in Australia. Examples of our publications are set out below:

- Duties and Responsibilities of Directors and Officers, 20th Edition, Professor Robert Baxt AO FACID
- All Above Board, 2nd Edition, Julie Garland-McLellan
- Annual General Meetings: A Guide for Directors
- Audit Committees, 2nd Edition
- Engaging with Shareholders, Jennifer Stafford
- Executive Remuneration: Guidelines for Listed Company Boards
- Going Concern: A Guide for Companies and Directors
- Mind the Expectation Gap – The Role of a Company Director, Steven Cole FAICD
- The Board’s Role in Clinical Governance
- Tomorrow’s Boards, Anthea McIntyre
- Underlying Profit: Principles for Reporting Non-statutory Profit Information

For further information about our publications, please see our website, Professional Development Handbook or contact us for a book catalogue.
Australian Institute of Company Directors

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