



# FOR OBSERVERS

## PROGRAM HANDBOOK

SYDNEY 2021

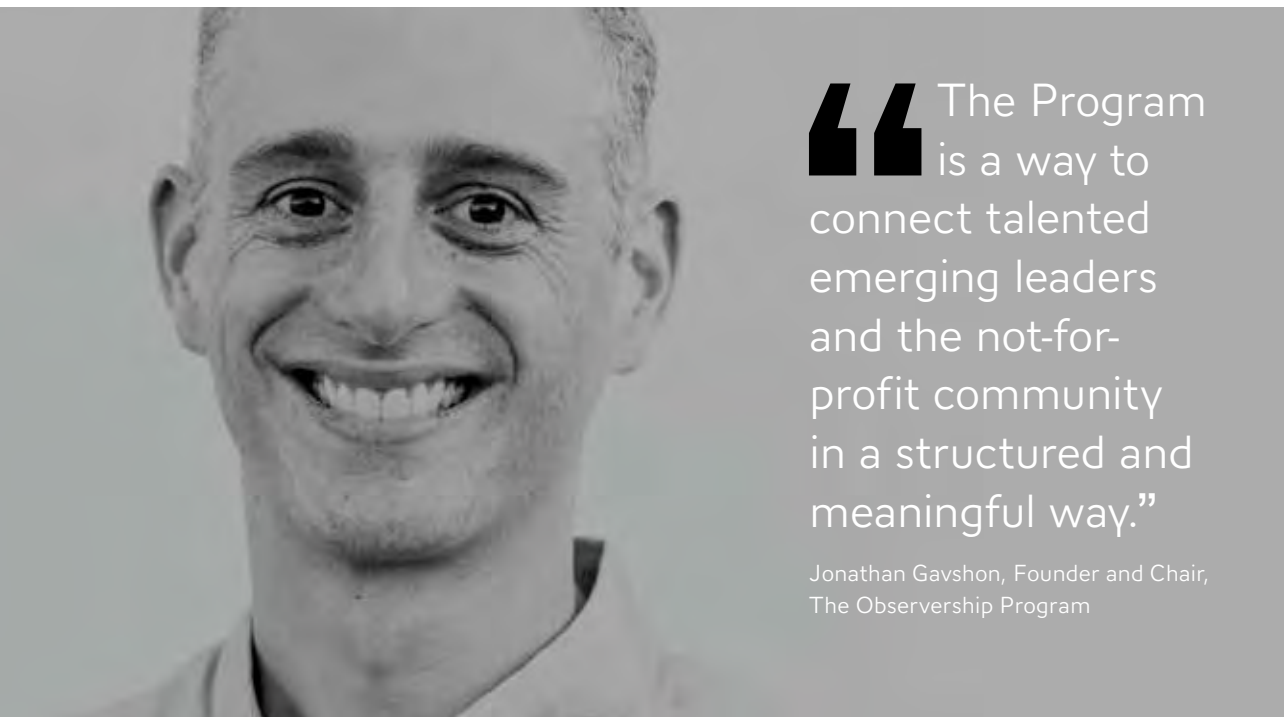
“The Observership Program is in my opinion an outstanding way for the future directors of all levels of Australian business to gain experience in what to do and indeed what not to do around the board table.”

David Gonski AC (Patron, The Observership Program)



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## WELCOME

### CONGRATULATIONS WELCOME TO THE 2021 OBSERVERSHIP PROGRAM.

Your participation in the Program will provide you with a unique opportunity to develop the skills and experience to pursue leadership roles in the not-for-profit sector and the wider community.

This guide has been developed to provide information to help you prepare for the journey that awaits and to ensure that your experience is rewarding and enriching.

We want to take this opportunity to thank you for giving a portion of your precious time and talent to the not-for-profit sector.

Enjoy the year ahead. We trust it will be an exciting one.

**JONATHAN GAVSHON**  
Founder and Chair

**CATHY ROBINSON**  
CEO

## PROGRAM DETAILS

Founded in 2014, The Observership Program facilitates the involvement of talented and energetic individuals with a diverse range of skills and backgrounds in a structured experience on not-for-profit boards. It is a powerful tool to engage emerging community leaders while giving participating not-for-profit boards insight into the next generation’s perspective. Over 680 Observers have participated in the Program, observing on the boards of over 240 not-for-profit organisations.

The Observership Program has run in Sydney since 2014 and in Melbourne since 2017.





## GENERAL INFORMATION

### THE PROGRAM RUNS FEBRUARY – DECEMBER 2021

Participation in the Program requires you to attend all training sessions, board and subcommittee meetings. You are an ambassador for The Observership Program and failure to demonstrate adequate commitment jeopardises opportunities for future candidates.

Please confirm all board meeting and other key dates directly with your organisation and diarise meetings accordingly.

Please notify your employer of your participation in the Program to ensure their support when leaving the office early to attend training sessions or board meetings.

Your placement as an Observer will conclude at the beginning of December 2021 or with your attendance at your organisation's final board meeting for 2021. At the conclusion of the Program, The Observership Program will liaise with each organisation regarding the placement of a new Observer for 2022, so any further involvement with your organisation will be based on mutual agreement and outside of the formal Program.

## BOARD LIAISON

Each participating board is asked to identify a Board Liaison who is responsible for being the point of contact for the Observer and for The Observership Program. If your board has not identified one for you before your first board meeting, please contact us.

Please contact your Board Liaison with any questions about serving as an Observer on the board, including details for board meetings, board expectations of their Observer and board culture.

“The Observership Program is a fantastic opportunity to learn about the role and responsibilities of an NFP Board member, plus an excellent training course and chances to network with extremely interesting and well-connected people.”

Alvaro Rodas Fernandez, 2019 Sydney Observer

## PREPARATION FOR PROGRAM COMMENCEMENT

Prior to your first board meeting or the first Observership Program training session, whichever occurs earlier, please make sure you have completed the following;

1. Police Check: Provided your proof of identity documents, uploaded your consent form and completed the online form following notification received from Belinda Da Silva.
2. Familiarised yourself with the confidentiality terms of the Program.
3. Diarised all board meetings and training sessions for the year.
4. Informed your board chair and/or board liaison of any conflicts regarding board meetings.
5. Informed the Program of any conflicts regarding the training sessions.

If a board meeting and training session are scheduled for the same time, please inform your Program contact and your board contact. In case of this conflict, while the final decision will be yours to make the Program recommends attending the board meeting.







## EXPECTATIONS AND HANDY HINTS

### WHAT YOU CAN EXPECT:

- High level training for not-for-profit directors delivered by AICD and The Ethics Centre.
- A year-long program to build your experience and confidence in serving on a not-for-profit board.
- Access to experienced Board directors from both the not-for-profit and for-profit sectors.
- Possible involvement in a strategic project or board subcommittee.
- Networking opportunities with fellow and former participants in the Program. The Observership Program will connect you with the previous year's Observer on your organisation's board.
- A rewarding professional development experience that facilitates your contribution to society in a meaningful way.

### HANDY HINTS:

- Discussions that occur at board meetings are confidential. It is essential that Observers understand and respect this confidentiality. As part of your application to The Observership Program you accepted a confidentiality agreement and it is essential that you abide by the terms of this agreement.
- Please handle your role with sensitivity and only speak if either the Chair invites you to contribute or if it becomes clear that your opinion is welcome in general boardroom discussion. We encourage you to check in with the Chair or your board contact person prior to your first board meeting to discuss expectations, content and delivery of your contributions.
- Your presence at board meetings is at the discretion of the Chair. There are some circumstances where it will not be appropriate for you to attend or participate in a board meeting or discussion. We have agreed with each Chair that in extreme cases, the Observer may be asked to leave. Please handle this request sensitively.
- We encourage you to ask the Chair or board secretary to minute that you are attending each meeting by invitation in the capacity of Observer.
- Do NOT vote in any voting matters even if asked to do so by the Chair.
- Make it clear in all dealings that you are an Observer. For example, it is recommended that when contributing to discussions you highlight your role in the following way: "In my capacity as Observer, I think that..."
- While being offered a formal board position at the conclusion of the Program can happen, it is not a pre-requisite for a not-for-profit organisation to participate in the Program and should not be an expectation of Observers.
- Our training course is designed to provide an overview of the key topics relevant to not-for-profit directorship and governance, as part of a combined experience of the theory and practice of not-for-profit directorship. AICD runs more in-depth courses for those interested.

Establishing open and direct communication early on with your Board Liaison is the key to a successful Observership. Take responsibility for asking questions, clarifying expectations on both sides and in the event of any issues arising or advice needed, please contact your Program Director.

“I feel that the knowledge and experience gained throughout The Observership Program is already being put to good use at work as well as in my new role as a Board Director. In general, my understanding of the role of Directors is now a lot clearer as well as the role and responsibility of ARIA and the way it's run as an organisation.”

Emily Crews, 2019 Sydney Observer



### WE ENCOURAGE YOU TO CONTACT US IF:

- You are having trouble fulfilling your obligations to attend training and/or board meetings
- There is anything untoward, including inappropriate behaviour that occurs at your meetings that is cause for concern
- You are being asked to excuse yourself from meetings on a frequent basis
- You are not receiving a full set of materials
- You have any general concerns about your participation

We will treat the matter with utmost confidentiality and contact the organisation on your behalf to resolve these matters if appropriate.

### FEEDBACK

Throughout the year we will be conducting feedback via online surveys, during the training sessions and/or by calling you directly. We appreciate your provision of any feedback requested in the specified time. Your feedback is critical for the future success of the Program. We will do the same with the participating organisations.

We also encourage you to contact us directly with any specific feedback or questions that you have at any time throughout the year.

## TRAINING OVERVIEW

The Training Program is a combination of formal education sessions provided in partnership with our strategic partners the Australian Institute of Company Directors (AICD) and The Ethics Centre, that encompasses key subject areas important for not-for-profit governance and networking sessions with high profile guest speakers.

“The Observership Program is a unique opportunity for young people to experience the complexity of governing a not-for-profit organisation whilst also offering the opportunity to utilize the skills and enthusiasm of the Program participants. It’s a real win/win.”

Phil Butler, Sector Leader, Not-for-Profit, AICD

## KEY DETAILS

There are nine sessions in the training program during the year, all held in the CBD\*. Sessions open at 5.30pm for a 6.00pm start and conclude by 8.30pm.

Training sessions encompass key subject areas essential for not-for-profit governance, including:

- Directors’ duties and responsibilities;
- Finance;
- Strategy;
- Risk; and
- Ethics

Guest speakers with significant experience on both not-for-profit and for-profit boards are invited to share personal and professional insights with Observers at training sessions.

All sessions are **MANDATORY**.

If under extenuating circumstances, you are unable to attend any of the sessions please contact us. This includes arriving late or leaving early. Access to the training venues after hours can be restricted so latecomers will not always be able to enter easily.

Information about the Program’s scheduled training sessions will be sent to all Observers. Any changes to these sessions will be communicated. Special events and sessions will be communicated separately.

“It is the theoretical, tailored training component, added to the practical experience of sitting on a board as an observer for a year that makes The Observership Program unique in this country.”

Cathy Robinson CEO,  
The Observership Program

## OUR TRAINING PROVIDER (AICD)

AICD develops the content and materials for The Observership Program training sessions and provides us with their expert facilitators. AICD’s vision is to strengthen society through world class governance.

Biographies for facilitators can be found on Page 11 of this Handbook. Where available, links to webinars and other course materials will be distributed via AICD’s database.

AICD’s principals activities include:

- Education;
- Conducting professional development programs and events for boards and directors;
- Producing publications on director and governance issues; and
- Developing and promoting policies on issues of interest to directors.

The AICD has more than 43,000 members including over 1,700 internationally. 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.

The AICD has agreed to waive the membership joining fee of \$220 for participants in The Observership Program. If you are interested in joining and would like to take advantage of this benefit, please contact Cathy Robinson.

## OUR TRAINING PROVIDER (THE ETHICS CENTRE)

The Ethics Centre is proud to contribute to The Observership Program as a Strategic Partner and a provider of specialist ethics training for the Observer cohort. The Ethics Centre is a non-profit organisation founded 30 years ago to raise the ethical standards of Australian business. The organisation has grown to encompass a broad spectrum of activities including consulting, education and training, counselling, thought leadership and major events. They’ve provided ethics tools and training to the military, primary schools, trade unions and non-profits. Many of Australia’s largest companies have called on The Ethics Centre for specialist advice and insights.

For the past decade The Ethics Centre has presented the popular IQ2 debate series and the internationally renowned Festival of Dangerous Ideas. The Ethics Centre operates Ethi-call – a free helpline available to anyone struggling with an ethical dilemma – and they recently launched a new corporate membership program, The Ethics Alliance. To find out more about The Ethics Centre, visit [www.ethics.org.au](http://www.ethics.org.au).



Phil Butler, Sector Leader, NFP, AICD

\* Following health guidelines from Australian Government, Department of Health



## TRAINING TIMETABLE SYDNEY 2021

All training sessions will be held from 5.30pm arrival for a 6.00pm start and concluding at 8.30pm, unless otherwise advised.

DATE	TOPIC	LOCATION	GUEST SPEAKER/ FACILITATOR
<b>TUESDAY 2 FEBRUARY</b>	Program Launch Event	Art Gallery NSW The Domain, Sydney	David Gonski AC
<b>THURSDAY 4 MARCH</b>	Duties and Responsibilities for NFP Directors	Online session	To be confirmed
<b>THURSDAY 18 MARCH</b>	Finance for the NFP Director	Online session	To be confirmed
<b>THURSDAY 25 MARCH</b>	Strategy for the NFP Director	Online session	To be confirmed
<b>THURSDAY 22 APRIL</b>	Risk for the NFP Director	Online session	To be confirmed
<b>THURSDAY 6 MAY</b>	Ethics in Governance	To be confirmed	To be confirmed
<b>WEDNESDAY 26 MAY</b>	Ethics in Governance – Practical application	To be confirmed	To be confirmed
<b>WEDNESDAY 1 SEPTEMBER</b>	Alumni Next Steps and Networking session	To be confirmed	To be confirmed
<b>WEDNESDAY 24 NOVEMBER</b>	End of Year Networking Event	To be confirmed	Joseph Skrzynski AO

**NOTE:** Dates may change – final confirmation will be provided to Observers prior to each session.

## STRATEGIC PARTNERS

AUSTRALIAN  
INSTITUTE  
of COMPANY  
DIRECTORS



## CORPORATE PARTNERS





## PARTICIPATING BOARDS



## OBSERVER PROFILES



**GENEVIEVE ABBEY** Genevieve is a Delivery Manger working in the HealthTech space. With 10 years' experience across Healthcare technology and the Arts she uses design thinking to help people reimagine their work and find creative solutions to problems. Genevieve is on the executive committee of the Jessie Street Trust and is deeply passionate about breaking down the digital divide, increasing access to education and empowering those around her.



**KRISTEN ADLER** Kristen is a lawyer at Macquarie Bank with experience in contract negotiation, project, transaction and people management. Kristen's experience has provided her with the opportunity to live and work in Sydney, London, Hong Kong and New York. Kristen is an admitted lawyer in the Supreme Court of NSW and holds Bachelors of Commerce/Law from the University of Queensland. She has experience volunteering in programs for children requiring reading assistance in addition to the Wayside Chapel legal program. She is passionate about animal rights and education for children and enjoys reading, travelling, diving and vegan cooking.



**GUILLAUME BABILLE** Guillaume is a highly motivated, driven and conscientious individual currently working as a Senior Manager in the PwC's Strategy (Public Policy and Economics) team with a focus on social infrastructure policy planning, social policy, business case development and policy advice. Guillaume brings experience working with key senior government executives and stakeholders in his day to day role, having worked in sectors including housing, corrective services, education, and health. Guillaume is also leading PwC's Pride Network in Sydney including organising events, hosting events and fundraising activities for LGBTI organisations and is passionate about food, cooking and reading in his spare time.



**IAN BELGIORNO-ZEGNA** Ian is a Development Manager at Walker Corporation, one of Australia's largest private, diversified development companies. He works on all active master plan community projects across NSW, utilising his project management skills to ensure the projects are delivered on time and on budget. Ian holds a Bachelor of Civil Engineering from UNSW and a Master of Property Development from UTS. Ian is also an amateur beekeeper and avid gardener who is passionate about growing his own produce to use in the kitchen and share with his family. He aims to live a sustainable life as much as possible.



**MICAELA BERNFIELD** Micaela is a tax lawyer at Arnold Bloch Leibler. Using her technical expertise, she provides tax advice to high wealth and private groups and not-for-profit organisations. Both in her professional and personal capacities, Micaela has considerable experience in the not-for-profit sector. With her passion for community welfare, Micaela has dedicated several years to being a community youth leader and hopes to use the Observership Program as a springboard to make further community contributions with her professional expertise. Micaela enjoys yoga, skiing and exploring new travel destinations.



**ELIZABETH BLANCH** Elizabeth is a Senior Associate and corporate lawyer at Maddocks and has extensive experience advising clients across the health and aged care sectors. Elizabeth has previously worked in Singapore at King & Wood Mallesons. Elizabeth holds a Bachelor of Arts and a Bachelor of Laws from the ANU, undertook an exchange at Maastricht University in the Netherlands and has completed the Foundations of Directorship course at the AICD. Elizabeth is a member of her firm's corporate social responsibility committee and committee for women. Outside of work, she enjoys cooking for friends and family, reading and travelling abroad when she can.





**ELIZABETH BLATCHFORD** Liz is currently the Director of Business Management and Organisational Change, at Microsoft Australia. She is responsible for leading Microsoft's ongoing digital transformation and she recently led the change management on a significant reorganisation. Liz has 25 years' experience in finance of which 12 are with Microsoft. She has worked abroad in Singapore and England, loves to travel, and explore different cultures. Liz loves the ocean, animals and is passionate about environmental sustainability. She holds a Bachelor of Commerce from University of NSW and MBA from University of WA.



**DANIEL BRESCIA** Daniel is currently an Associate Director at Macquarie Capital. He has over 10 years investment banking experience and has advised a number of Australian and international companies on M&A transactions, including NAB, Boral, Qantas and CIMIC. His personal interests include music, travel, reading and Formula One.



**JOSHUA BROWNE** As a Solution Consultant, Joshua is focused on helping organisations small and large understand the full value of cloud-based CRM solutions. Joshua has previously provided his knowledge and expertise in the not-for-profit sector whether it be helping implement fit for purpose software or advising on the types of technologies to adopt. When he's not running or playing tennis, Joshua always enjoys a challenge and is committed and driven to helping the people around him grow and develop.



**GEORGIA CABLE** Georgia is a corporate governance professional over 15 years' experience in share registry, employee share plans and annual reporting at Macquarie Group Limited. As an experienced relationship and project manager, Georgia thrives on developing and implementing solutions to complex problems while balancing the competing interests of multiple stakeholders. Georgia holds a Master of Criminology and a combined Bachelor of Arts/Commerce degree, with majors in International Relations, Economics and Gender Studies from the University of Sydney. Georgia is passionate about animal welfare and is the current co-ordinator for Beagle Rescue NSW, dedicated to the rescue and rehoming of Beagles across NSW.



**EMILY CAINS** Emily is a Division Director at Macquarie Group, a global financial services company. She has over 13 years' experience in financial services, with a diverse skill set covering technical financial knowledge, governance, risk, negotiation, commercial skills, planning and execution. In all her roles, she has proactively driven change and transformation initiatives. Emily is a Fellow of the Institute of Actuaries of Australia, specialising in Investment Management and Finance. Emily is passionate about sustainability and the Sustainable Development Goals. She is a proud mother of two and enjoys spending time with her family cooking, playing music and creating art.



**MELISSA CHAN** Melissa advises on the investment portfolio for the family office of the former Australian Prime Minister, Malcolm Turnbull. She has previously worked as an adviser to the Australian Government and as a management consultant across the Asia Pacific, Middle East and Africa. Melissa is a passionate advocate for mental well-being and is a certified yoga and meditation teacher. She is also the creative producer for Women's Work, a four-part documentary series exploring the financial vulnerability of Sydney's women; a project in collaboration with the Sydney Women's Fund and sponsored by the NSW government.



**MIKE CLAY** Mike is a journalist with extensive experience in the media industry. He is currently an Executive Producer with SBS, where he leads a team of 20+ content makers to produce the multi-award-winning current affairs program The Feed. At the age of 23, he fundraised his way to Copenhagen as an official Youth Delegate to the 2009 United Nations Climate Change Conference, creating videos to engage young Australians on climate change. He holds a Bachelor of Communications and a Masters of Development Studies. He is currently an Executive MBA candidate at the Australian Graduate School of Management.



**JENNIFER COHEN** Jenny is lawyer in MinterEllison's Projects, Infrastructure and Construction group which is ranked as a Band 1 team within the legal industry. She is passionate about creative problem solving towards achieving thoughtful and holistic solutions, about legal issues as well as community development. Her passion for social impact is demonstrated through her commitment to pro bono, which includes acting for social enterprises, the Homeless Person's Legal Service and also contributing to an international publication that addresses climate risk in commercial contracts. Jenny is also passionate about meditation and yoga and enjoys reading, cooking and exploring Sydney's food and arts scene.



**REMY-GEORGETTE CRICK** Remy currently works as Product Development Manager, Valuations Services at the Commonwealth Bank of Australia. Outside of her day-to-day role, she is the Founder of Nextmove and also Axel Vodka®. Additionally, Remy assists in the running of the family business Planetnetwork Pty Ltd, an early childhood learning centre. She is a World Economic Forum Global Shaper and the Deputy Australian Co-Chair of the Emerging Leaders Programme as part of the Australia New Zealand Leadership Forum. Furthermore, Remy has a Bachelor and Master of Architecture and a Diploma of Early Childhood Education and Care.



**OUAFAA DAKI** Ouafaa is a committed and results-driven technology leader with extensive experience in leading digital and transformation initiatives within both large scale organisations and start-ups and with a passion for customers and delivery of business outcomes. Ouafaa is passionate about bringing people together and leading teams to deliver innovative solutions and community-driven benefits. Outside of work, Ouafaa works on projects to support and empower remote communities in Morocco by providing equal opportunities through education. Ouafaa is an avid hiker, runner, tech at heart, traveller and strong advocate for Plastic Free July Movement.



**CALUM DAVIS** Calum is a global partnership manager, having spent the last 10 years at Microsoft and now with Amazon. Currently he advises business leaders on accelerating user acquisition, product development and Go-To-Market Strategy. He is committed to helping software companies organisations build and deliver and expand their solutions to delight global audiences. Previously he launched platforms in APAC for Microsoft and has worked advising Fortune 500 companies, financial services clients and online retail and travel organisations. Calum holds a Bachelor of Business from the University of Technology Sydney with Honours. He enjoys anything outdoors with family and friends.



**EVRIHIKI DIINIS** Evrithiki works for the Port Authority of NSW and has over 10 years' multidisciplinary experience gained in government and the private sector in Australia and overseas. She has worked for a number of not-for-profits including AFTINET and IEA Ghana. In 2016 she established the social enterprise IDEY KOKO a limited-run streetwear label made in Ghana which provides sustainable income to a collective of micro-businesses. Her professional and personal experience is diverse and reflective of a strong dedication to serving and contributing to society. This includes working on issues she is passionate about including political governance, education and affirmative action.





**KATRINA EDILLOR** Katrina is leading the insights function of Amatil X. Her strengths lie in complex problem solving and analytics which she has demonstrated in her previous roles that include leading customer segmentation, co-authoring a wine tax submission in Winemarkers' Federation of Australia and hedging currency risks as an investment banker. Katrina began volunteering in not-for-profits from an early age and continues to be an advocate for a more inclusive society. Katrina holds an economics degree from Singapore Management University and a master's degree in public policy from Carnegie Mellon University. She loves spending time with her husband, Niccolo, and daughter, Clara.



**VICTORIA EDWARDS** Victoria is a strategic project manager with extensive experience in the not-for-profit, social enterprise and education sectors. She is committed to designing, scaling and evaluating programs that help create a fairer and more equitable society. Victoria led the national scale up of an award-winning program to recognise community-minded young Australians and designed and implemented a program to build students' cultural capital - a key driver of social mobility. She is interested in behavioural science, the future of work, innovative and disruptive approaches to education and philanthropy, and is an avid hiker having walked 800km across northern Spain.



**MARY FLANAGAN** Mary is a Senior Legal Officer in the Truth and Accountability team at the Public Interest Advocacy Centre (PIAC). Prior to this, she was a Senior Solicitor in Strategic Litigation at PIAC, where she practised in asylum seeker health rights, disability discrimination, police accountability and human rights advocacy. Mary is passionate about using her legal skills to help provide access to justice to people experiencing disadvantage. Mary holds a Masters Bachelor of Civil Law from the University of Oxford. In her downtime, she loves painting with acrylics and swimming in the ocean.



**MICHELLE FOSTER** Michelle is the founder of Ngaramura Aboriginal, Maori and Pacific Islander Corporation. Michelle has worked in the Out of Home Care/ Permanency Support Program for over ten years and is creating a Not-For-Profit organisation that will provide legislative child protection requirements for children and young people who are placed in foster care with a cultural model that provides children, young people their families and community the opportunity to heal through trauma with strength in culture and identity.



**NADINE GARDNER** Nadine is a Customer Success Manager with extensive experience in enabling organisations to transform culturally and digitally. Nadine works with NSW Government clients, assisting them to realise their transformation priorities and business value through extensive adoption of their investment of technology. Nadine is passionate, energetic with a proven ability to identify and quickly develop opportunities into successful business outcomes. She recently worked with the NSW Public Service Commission to assist with their initiative to build an inclusive workplace across NSW Government for people with disability. Nadine enjoys painting, reading and spending time with her family and two rescue greyhounds.



**DANIEL GIESSER** Daniel is a real estate professional with public and private sector experience across strategy, public policy and investment analysis. Daniel recently assisted on the 'Business Capability Model' project within Property NSW (mapping internal capabilities of the organisation), receiving a 'PAG Rockstar Award.' He previously worked for a private investment fund. Daniel holds a combined Bachelor of Commerce (Finance) and Bachelor of Laws degree from the University of New South Wales and a Master of Real Estate Investment from the University of Technology Sydney (with high distinction). Daniel is a wine enthusiast with accreditation from WSET and enjoys tennis and running.



**NIR GOLAN** Nir is a seasoned tech executive with a proven track record in leading cross-functional teams to success. He spent over 10 years at Ernst & Young in the USA and Australia before transitioning to the private tech space with the launch of his first venture. Nir is an active founder, investor, and advisor to multiple tech companies around the world and holds a dual degree in Finance and Information Science (MS) from the University of Pittsburgh. In his spare time, Nir can be found either cooking in the kitchen, curled up with a good book, or fishing with his kids.



**ALEXANDRA GOODENOUGH** Alex is a Senior Adviser to the Premier of NSW with over nine years' experience working in policy, government and corporate law. Alex excels at navigating challenging policy and legal issues and securing outcomes. She previously worked as a corporate lawyer at Gilbert + Tobin. Alex is passionate about social change and helped to establish the LifeChanger Foundation in Melbourne and has undertaken years of volunteer work with the Redfern Legal Centre and the Matthew Talbot Hostel. Alex holds a Bachelor of Laws (First Class Honours) and Bachelor of Communications (Social Inquiry) from the University of Technology, Sydney.



**JAIMI GREENSPAN** Jaimi is the Senior Health and Education Adviser to NSW Premier. She is an experienced policy professional specialising in complex social policy reform. She has led and implemented several major reforms within health and community services within NSW including in health, education, homelessness, domestic violence and addiction. She is motivated by a desire to better support the health needs of vulnerable people including those at risk of or experiencing homelessness, children, Aboriginal and Torres Strait Islanders as well as those living with Mental Health issues and Addiction. She is a mother to two beautiful little boys.



**TOM HAIGH** Tom is a driven individual, currently employed as an Associate Director by Macquarie Bank assisting businesses across Australia, NZ and the Pacific. Since a young age, Tom has been involved with not-for-profit organisations including but not limited to assisting those with a wide range of disadvantages. Outside of his professional role, Tom runs a ruraly-focused agribusiness and has a sympathetic understanding of the challenges small and developing businesses face from finance and legal aspects through to marketing, sales and sponsorship. In a personal capacity, Tom runs a modest portfolio of sustainable investments, including medical research, food sustainability and financial literacy.



**ANNA GUDKOV** Anna is an insurance litigation lawyer who represents professionals, businesses and directors in proceedings in state and federal courts. Anna is passionate about access to justice, having worked as a volunteer solicitor with the Redfern Legal Centre and the Homeless Persons Legal Service. Anna is also passionate about Environmental, Social and Governance issues, having developed a website on ESG and drafted her firm's ESG and Climate Change policies. Having interned at the UN World Food Programme, Anna is also interested in international development and is currently completing a Masters of International Development Studies. She enjoys hiking, yoga and painting.



**WILL HAMILTON** Will is a Senior Director and the Head of CBD Office Leasing NSW at JLL. Will has over eleven years' experience across the commercial property sector, working for one of Australia's largest institutional property groups and a leading global property agency, in Australia and Singapore. He has been featured in the Property Council of Australia's '30 under 30 rising stars' and is an active member of JLL's diversity and inclusion and mental health and wellbeing committees. Will holds a Bachelor of Property Economics from the University of Technology, Sydney.





**SAMARA HAND** Samara is an Awabakal woman of Worimi and Biripi descent. Samara leads curriculum development for the Aurora High School program and has a background in law and human rights. She previously worked at the NSW Department of Education developing and managing programs to enhance early childhood education outcomes for Aboriginal children and families. Samara holds a Bachelor of Arts/Bachelor of Laws from UNSW and Masters in Human Rights from the University of London. Samara is also a founding member of the National Indigenous Youth Education Coalition. Samara enjoys cooking, roller skating, painting and being outdoors.



**DANIEL JACOBS** Daniel is an experienced in-house lawyer working in funds management and real estate. Daniel is passionate about helping his clients achieve their investment goals. Daniel is listed in the Doyles Guide as a leading In-House Property and Real Estate Lawyer (2020). He began his legal career as a technology lawyer advising Californian technology companies in Australia and has prior community organisation and industry NFP experience. Daniel holds a Bachelor of Commerce/ Bachelor of Laws (Hons) from UNSW. Daniel is interested in social justice, design and architecture, behavioural economics and making a contribution through volunteering. Daniel is married with one son.



**BAILEY HAND** Bailey is a Principal at Boston Consulting Group and leader in the public sector, organisational and technology practices supporting the Australian government on its largest reform programs. She had a 10-year career at the US Department of Defense, including as Senior Advisor to the Secretary of Defence, NATO Senior Civilian Representative and Commander, International Security Assistance Forces in Afghanistan. Bailey has a Master's of Science in Foreign Service from Georgetown focusing on conflict management and humanitarian emergencies and a Bachelor of Arts from Yale. She is passionate about US politics and exploring the world with her two children and husband.



**TINA KAZMER** Tina is the Head of Marketing with People for Purpose. She spent the last 15+ years in marketing leadership within professional services, education, technology and thought leadership. Her roles have included leading teams, marketing strategy, campaign planning, events, media, market growth, communications, and branding. Tina has been involved in purposeful activities throughout her life including supporting education opportunities in remote Australia and conducting market research in the urban slums of Bangalore for a social venture. She is passionate about education, believing it gives people choices in life they may not have otherwise had, especially for children.



**TALIA KEYES** Talia is a Registered Architect and Design Manager with extensive experience delivering innovative and user focused health and retail developments across Australia. A committed problem solver and team leader skilled in design research, concept development, stakeholder engagement and collaborative project delivery. She championed Scentre Group's WA Community Outreach Action Plan to upgrade a government owned domestic violence refuge, leading the design to ensure priorities were awarded to physical security and psychological safety. Talia holds Masters degrees in Architecture and Project Management, winning the UNSW JM Freeland Prize, and is currently an MBA(Executive) candidate at AGSM UNSW Business School.



**ADELYN KOH** Adelyn is an acquisition specialist with a legal and consulting background at EY. Adelyn works with teams across the EY Consulting business in APAC to identify and progress acquisition opportunities and ensure that the teams are successfully embedded within the business. Adelyn supports the global Consulting acquisition strategy and drives the growth ambition of the Consulting business at EY in APAC through acquisition initiatives. Adelyn led many acquisitions which resulted in the growth of the technology consulting business of EY across APAC. When she is not deal-making, Adelyn is a kickboxer, yogi and an avid reader.



**BARINGA KUKOYI** Baringa is a Director at Turrbal Association Inc – an organisation focused on preserving and sharing Turrbal culture. As an Indigenous Australian, she is passionate about social and economic development in Aboriginal communities. Baringa has worked in Amsterdam, London, and Australia in a variety of commercial finance roles at Uber, Virgin Australia, and Queensland Treasury. Baringa is a Qualified Chartered Accountant and holds a dual Bachelor of Economics and Commerce from the University of Queensland, and a Master of Business Administration (MBA) from the University of Cambridge, specialising in Social Innovation and Culture and Arts Management. Baringa enjoys dancing and travelling.



**CHELSEA LAHAV** Chelsea is a communications adviser at Qantas with a keen interest in issues and crisis management. She studied Law and Politics at Macquarie University and began her first role in public affairs working for the NSW Jewish Board of Deputies. She then transitioned into the Prime Minister's Press Office under Malcolm Turnbull and was heavily involved in the 2016 Federal Election. Passionate about all things news and current affairs, Chelsea has a strong sense of justice and is determined to be part of making our community stronger and more resilient into the future.



**SUET KOON LAI** Koon leads the transformation of PwC's operating model in Assurance. She has extensive experience in technology implementation, business process optimisation, change management and risk management. Koon is a prolific storyteller on LinkedIn with a substantial following for her posts on leadership, diversity and inclusion. She is also the founder of #careerhack with Koon, a platform where she mentors emerging leaders. Koon is an alumni of Asialink Leaders Program and holds a Bachelor of Law and Commerce from the University of Melbourne. She enjoys travelling and learning new skills like website development, creation of novelty cakes and growing vegetables.



**JEMMA LOPIS** Jemma is a Hebrew teacher at Emanuel School. She has previously taught Jewish Studies and Debating. Jemma values lifelong learning. She is passionate about contributing to the Jewish community. Jemma has completed mini-COGE (UNSW); Certificate IV, TESOL (UNSW); TfU (Harvard online); International Educators Conference (Yad VaShem); MTeach (Hebrew, Judaic Studies), USyd; BAarts (Modern Hebrew), USyd (one semester Hebrew University); Ulpan Ivrit (Kvutsat Yavneh); Birthright; Hadracha (Bnei Akiva, Habonim Dror). Jemma was Moriah College School Captain (2000) and Mensch of the Year two years running. Jemma's interests include raising her three children to be Menschies, political science and observational comedy.



**FREDERIK MAYERES** Frederik is a Principal at The Boston Consulting Group and a senior member of their Financial Institutions and Private Equity practices. Frederik holds an MBA from Australian Graduate School of Management (Dean's List Scholar) and a First Class Honors bachelor degree in Business Science and Management from the Nordakademie, Germany. Frederik cares deeply about helping underprivileged children finding purpose and confidence in life and has been involved in social services work over many years in Germany. He enjoys travelling, scuba diving, beach volleyball as well as gardening under the strong Australian sun.



**SARAH MEYEROWITZ - ZINMAN** Sarah is a senior social worker at the Sydney Children's Hospital, currently working in Chronic Pain and Mental health, providing counselling and family therapy to children and their families. She has been working as a hospital social worker since 2011. Sarah has covered areas including Aged Care, Rehab, Emergency, Intensive Care, Renal, Cardiothoracic, Haematology, Medical Oncology, Neurology and Mental Health. Sarah is passionate about strengthening and giving back to the Jewish community and has volunteered for Maccabi and the Australian Union of Jewish Students. In her spare time Sarah enjoys reading and spending time with her husband and 18-month-old daughter.





**OLIVIER MINEAU** Originally from Montreal, Canada, Olivier is a global expert in loyalty marketing and customer engagement. Currently General Manager, Partnerships with Woolworths Rewards, Olivier has also held leadership positions with The Boston Consulting Group, Coles Supermarkets and Aimia / Carlson Marketing. He holds an MBA from INSEAD. Olivier is an avid traveller, having visited over 60 countries, and has extensive professional experience across 5 continents. He once lived with a Maasai family in Tanzania to establish a microfinance NGO. Olivier is passionate about mentoring young talent and enjoys taking nature walks with his family, who will soon proudly acquire Australian citizenship.



**FAHEEM MOHAMED** Faheem is an accomplished banking and finance lawyer with a specialisation in derivatives and structured finance transactions. He is currently working as a Director (Lawyer) – Global Markets at UBS AG based in Sydney. Faheem also worked at Westpac Banking Corporation and Citibank N.A. Faheem holds a Bachelor of Commerce, Bachelor of Laws, Masters of Law and a Post Graduate Diploma in Advanced Banking Law. He is an Admitted Attorney of the High Court of South Africa and a Solicitor of the Supreme Court of New South Wales. Faheem enjoys running, exercising, reading, travelling and socialising.



**JULIA MORIARTY** Julia is a 2016 graduate of the University of New South Wales, with a Bachelor of Arts Degree and First Class Honours in Creative Writing. As a former pro tennis player, Julia was WTA ranked in both singles and doubles, and competed in 38 countries between 2008-2015. In June 2019, Julia graduated with an MFA in Screenwriting from UCLA. Prior to UCLA, she was Scholarships Founder and Facilitator for John Moriarty Football (soccer), a not-for-profit using sport as a vehicle for Aboriginal children. Julia is currently a writer for the upcoming television series, *The Lost Flowers of Alice Hart*.



**DAVID MOSS** David is a highly driven, motivated and passionate individual with a keen enthusiasm for finance, business, philanthropy and the not-for-profit sector. Currently an Investment Banking Associate with Moelis Australia, David specialises in the global technology and software sectors, providing corporate advisory across a range of transaction types including mergers and acquisition, capital markets and restructuring. Previously, David was involved in a social business initiative in India, creating employment to empower rural women through independence and education. David is a keen basketball enthusiast and has a passion for all sports.



**SHIVA MOVAHEDI** Shiva is a Sales Leader, with many years' experience in the world's top Technology organizations, expanding across many continents and cultures. She drives results through creative and non-tradition paths, built on Influential leadership, Positive coaching and solid Partnerships. Shiva's current role is the Sales Excellence Leader (COO of Sales), for a billion dollar software and cloud services business focused on Enterprise customers for Microsoft Australia. When not working, Shiva recharges through Cycling, Photography, helping COVID impacted individuals as Performance and Life Design Coach or volunteering in Art and Cultural communities.



**EMILY NATHAN** Emily is a diversity and inclusion practitioner with extensive experience in building people and engagement strategies in a global team. Emily has been at Bloomberg based in London for the last six years working across Europe, Middle East and Africa as well as leading initiatives across Asia Pacific and North America. Emily is committed to challenging organisations to think differently, ensuring the right programs are in place to inspire innovative and inclusive workplaces. Emily holds a Bachelor of Arts and a Masters of Human Resources and Industrial Relations from the University of Sydney. She is an avid runner and theatre-goer.



**CLARE NOONE** Clare is an experienced senior manager and economist at the Reserve Bank of Australia. She currently leads the RBA's engagement with the International Monetary Fund, the G20 and a number of regional fora. Her research interests include Distributed Ledger Technology and digital currencies and she led the Bank of England's economic research into central bank digital currency. Clare holds a Bachelor of Commerce from UNSW and a Masters of Science (Economics) from the London School of Economics. Clare has two young children, her favourite weekend activity is family bushwalks, and she admires brutalist architecture.



**KAREN O** Karen is an enthusiastic technologist with more than 10 years of experience in the financial industry. Karen has expertise in project management, business requirements gathering and stakeholder management. Prior to her recent role as a project manager, Karen was a hands-on software engineer. She is a domain expert on solution engineering, user experience design and software engineering on equity trading platform. Karen holds a double degree of Bachelor of Engineering in Computer Engineering and Bachelor of Business Administration in General Business Management from The Hong Kong University of Science and Technology. In her leisure time, Karen enjoys photographing and cooking.



**AGNES PANOSIAN** Agnes has spent many years in the industry working in Data/BI/Analytics and AI. Agnes leads the Data and AI business for Microsoft Australia, helping organisations transform their business through Advanced Analytics and Cognitive Services. Agnes is member of several advisory boards in the Education sector and a regular presenter at industry and analyst events – a thought leader and evangelist for data driven culture. Her experience and background in enterprise software engineering and information management systems has developed her competencies for both business and deep technical conversations.



**SOPHIE PATERSON** Sophie is a digital strategist and creative with extensive experience across integrated communications, PR, content, and social media. Sophie spent eight years as Spotify's regional Head of Communications and championed local social impact initiatives including First Nations and gender equity programs. Winning B&T's 2019 Women in Media Awards (PR), Sophie recently joined Sony as Senior Director, Audience Development and Digital Communications, where she leads a new division driving audience growth via strategic and creative digital storytelling for Sony's roster of artists. Sophie is mum to one human-child and one dog-child and can be found in the ocean or eating dumplings.



**NICOLE PHILLIPS** Nicole is a lawyer in the finance team at Arnold Bloch Leibler with experience working with clients including non-bank lenders, developers, ASX-listed retailers and start-ups. She is particularly proud of her work with pro bono clients Carriageworks and Jewish Communal Appeal. Still at the early stages of her career, she's committed to using her legal skills to champion equal access to justice. She has worked previously as a journalist and volunteered at Youth Law. She holds a Bachelor of Law (Honours) and Journalism from UNSW. She enjoys boxing, reading, writing, eating good food, scuba diving and walking her Groodle, Sunny.



**EMMA POLLARD** Emma is passionate about working for mission-driven organisations. She is the Chief Operating Officer and Company Secretary at the Climate Council of Australia. Emma spent nine years at Taronga Conservation Society Australia holding roles including Governance Manager and Manager Tertiary Education and Business Development. Emma was also responsible for the development and operation of the Taronga Institute of Science and Learning. She has degrees in law and finance and postgraduate qualifications in environmental law and tertiary education management. You'll often find Emma skiing, surfing or bike riding with her young family.





**BHUVANA RADHAKRISHNAN** Bhuvana is an Associate Director in Commissioning NSW – partnering with agencies to create and manage customer-centred service delivery systems. She has previously led refugee programs in the UN, held Executive advisory roles in the Department of Home Affairs and worked in a Nobel-winning development NGO managing programs in over twenty countries. She has a range of NFP volunteer experience in the five countries she has lived in. Bhuvana has a passion for travel, the arts, languages, and working strategically for equitable social progress and is enthusiastic about contributing to the Observership Program to give back in new ways.



**LUCY ROBB VUJCIC** Lucy is a barrister at the NSW Bar, specialising in commercial law, regulatory matters and fraud prosecutions. She is also a reserve legal officer in the Royal Australian Navy. Over the course of her career, she has worked at the Australian Human Rights Commission, the International Criminal Tribunal for the Former Yugoslavia and US law firm Skadden Arps Slate Meagher & Flom. Before coming to the Bar, she lectured at the University of Sydney Faculty of Law. She has two beautiful children, loves music and travels with her family as far and as often as possible.



**LEVI ROMANOV** Levi is a corporate strategist with experience advising ASX50 companies, small businesses, and start-ups on topics ranging from growth strategy to store network optimisation. As a consultant with Kearney, he completed high profile engagements for clients globally, including launching a new telecommunications product in Asia. Levi is committed to helping organisations use a structured approach to tackle challenging problems, currently as the Head of Operations Strategy for an electric vehicle start-up. He is passionate about education having served as a tutor and sessional lecturer at his alma mater. Levi holds a Bachelor of Commerce from the University of Sydney.



**STEFANI RUSSO** Stefani is a practising lawyer with extensive experience in technology law across ASX listed telecommunications, Fintech and Cloud-computing entities. She has a comprehensive background in supporting charitable and social change initiatives both within, and outside her professional endeavours. Stefani has previously worked as an Associate in private practice, and more recently as an in-house counsel at Telstra and ASX-listed Fintech, IRESS. She holds a dual degree in Law and Business (majoring in International Business) and has completed an Entrepreneurship Bootcamp in New Ventures Leadership at Massachusetts Institute of Technology. She enjoys hiking mountains, interior styling and design, and travelling.



**ANNA SABOISKY** Anna is a Senior Tax Manager who is passionate about working collaboratively with her clients to provide tax advice and compliance services to help them succeed in their financial endeavours. Anna specialises in corporate clients, both private and public as well as domestic and international. Her clients are from a variety of industries; IT, sports and entertainment, property, investment and motor dealerships. Anna holds a Bachelor of Commerce (Accounting and Finance) from the University of Sydney, is a CA and CTA. Anna enjoys a good Netflix binge, is an avid reader, participates in running events and enjoys family time.



**ASHANI SAMUEL-THAMBIAH** Ashani has many years' experience as a lawyer specializing in tax disputes and litigation. She holds a Masters in Laws (USYD) and Bachelor degrees in Law, Commerce, and Arts (UNSW). Ashani has achieved successful results for her clients through litigation and settlements. She established PwC's partnership with UNSW's Pro Bono Tax Clinic and leads a team of over 30 PwC volunteers in assisting vulnerable taxpayers at the Clinic – the largest cohort of private sector volunteers at any tax clinic nationally. Ashani has also organized corporate volunteering at the Wayside Chapel. She enjoys the arts and cooking for friends.



**SARU SIVAPALAN** Saru is a strategy consultant at KPMG Australia and was previously a corporate and commercial lawyer. Saru has helped several corporations to refine and articulate their strategic ambition and develop associated business and operating models to optimise performance and return. In 2018, Saru also founded The Saree Salon, an online e-commerce clothing rental and sales social enterprise, which is focused on supporting the sustainable clothing industry and impacted women in developing countries. She is passionate about human rights and sustainable development and has volunteered with multiple organisations locally and overseas. She enjoys playing the veena, writing and yoga.



**JODI SMITH** Jodi has several years of experience in IT business development and strategy. Passionate about technology as an enabler of sustainable change, Jodi has led innovation across government agencies and Fortune500 companies. She has held roles at IT conglomerates including SAP, Fujitsu and Lexmark. A passionate advocate for social justice and climate change, Jodi has volunteered at the Australian Youth Climate Coalition, Australian Institute of International Affairs, UNESCO and Amnesty International. She holds a Masters in Environmental Science/Law from U.Syd and a Bachelor in International Studies (Globalisation) from UNSW. A certified Dive Master, Jodi enjoys travel and water sports.



**MATTHEW SMITH** Matt is a Principal at the Boston Consulting Group with global experience helping clients achieve advantage from digital transformations, strategy and new business and product launches. His work has spanned consumer, media and airlines industries. He studied law at Macquarie University where he graduated with the Dean's Award, and Global Politics and International Economics at The London School of Economics where he graduated Dux of his class. Matt is passionate about supporting arts and culture in Australia and cares deeply about the natural environment and animal welfare.



**ALEX STOREY** Alex has worked in advertising sales at Google Australia for more than seven years and is currently a Performance Marketing Specialist. Alex works closely with clients to achieve business objectives via impactful Performance Marketing strategies. She recently completed a secondment to Google's head office in California where she led Talks on Digital Transformation to the CXOs and boards of the largest global advertisers. Alex is passionate about diversity and is currently the co-lead of Google Australia's Reconciliation Action Plan. She has a Bachelor of Commerce/ Psychology from University of Sydney and has recently trained to become a Lifeline Crisis Supporter.



**BLAKE TATAFU** Blake is a Wiradjuri and Dunghutti Aboriginal and Tongan man born and raised in Western Sydney. Blake is a graduate from Western Sydney University and The University of Sydney. Blake is a Social Worker and Project and Community Developer creating inclusive, innovative programs and providing therapeutic, strengths-based services for disengaged young people and their communities across Australia, with a focus in Western Sydney. Social Specialist Consultant in Aboriginal and Torres Strait Islander and Pacific Islander Communities. Demonstrated leadership and a reputation for being a strong advocate for social change across disenfranchised communities.



**GRAINNE TIERNEY** Grainne is a blue-chip trained, purpose-driven marketing and fundraising leader with over 15 years' experience in the FMCG and not-for-profit sectors. She has developed fundraising initiatives and strategic partnerships to build new relationships and achieve revenue growth across multiple fundraising portfolios in the NFP sector. Grainne is Head of Corporate Partnerships at Camp Quality and is participating in McKinsey Academy Executive Leadership Program. Grainne has achieved Chartered Marketer status with the Chartered Institute of Marketing and holds a Master of Commerce from the University of Sydney.





**EMMA TOMLIN** Emma has spent the last sixteen years working for Microsoft in Europe and Australia. Emma's passions lie with helping businesses transform their impact in the world. Emma is currently working as a Business Development Manager and recently spent two years helping KPMG and CBA transform through a partnership with Microsoft to help small businesses in Australia. Outside of work Emma is involved with Wayside Chapel, Smith Family and Gig Buddies Charities. Emma can always be found attending live music or playing polo in Richmond on the weekends.



**LAURA TOSCANO** Laura works in internal audit and risk management as a Senior Manager for ShineWing Australia, a mid-tier Accounting Firm. She loves travel, hiking and meditation. Laura has a passion for organisations that support the community including those that support women in the workforce and those that support for vulnerable members of our community. In her current role she works with clients in the non-for-profit sector and government entities.



**MATT TOPP** Matthew is a strategic leader with extensive experience growing companies internationally, including Australia, UK, Malaysia and New Zealand. Matthew works at Nous Group a globally recognised firm for its positive influence on its clients and communities. Matthew has supported a number of not-for-profits with their strategy including World Wildlife Fund, Saint Vincent De Paul, Taronga Zoo and the Royal Botanic Gardens. Matthew recently completed an MBA Executive at UNSW and is a member of AICD. Matthew is passionate about social impact with a particular interest in Education and the Environment in ensuring we create a better world for future generations.



**KRISTINA TRAVERS** Kristina is a Director at PricewaterhouseCoopers with 15 years experience in Human Resources. Having worked with a number of government, FMCG, banking and IT organisations, Kristina is committed to driving visionary thinking, challenging the status quo and delivering quality outcomes. Kristina holds a Bachelor of Business majoring in HR Management, a PRINCE2 certified Project Manager and is a Member of the Australian HR Institute. Kristina is a sports enthusiast; her first love is Softball. An International Softball umpire, when she isn't on the diamond, she enjoys spending time with friends and family and enjoying all that life has to give.



**ANGELA WALSH** Ange is a Talent Strategist who has an enthusiasm for supporting organisations and brilliant people to thrive through inclusion. Ange works with Beam Australia, an HR tech company, that empowers workforce participation by guiding some of Australia's largest businesses to offer more flexible and inclusive future-ready workforces. Ange previously led the Asylum Seekers Centre's Employment Service which enables people seeking asylum to gain and retain meaningful employment in Sydney. Ange enjoys spending time with her young family, is a big fan of Dolly Parton and keeping fit.



**ELENI WATTS** Eleni is an Engagement Manager in McKinsey & Company's Sydney Office. Eleni has a long standing passion for topics related to helping the public and private sectors drive inclusive economic growth and development, both in Australia and overseas. At McKinsey, she has deep experience serving public sector organisations, as well as companies across the technology, media, telecom and financial services sector on strategy, growth and transformation topics. She is currently involved in developing thinking on how to drive from strategy into execution and the impact of COVID-19 on the Australian economy.



**CHRIS WILLCOCKS** Chris is the Head of International Equity Sales for Aus/NZ at Citibank. He has worked at Citi for his entire career across Sydney, Hong Kong and Singapore. Chris is actively involved in a mentoring program with the Foundation for Young Australians and recently helped a group of young women tackle racism and sexism in their community. Chris is heavily involved in recruitment of the next generation at Citi. Charities that are important to Chris include the Butterfly Foundation, Bowel Cancer Australia, SurfAid and Bear Cottage. When not spending time with his young family Chris is usually having a surf.



**KARL WILLIAMSON** Karl is a Wiradjuri Koori from Dubbo in Western NSW. Karl's passion and drive to meet the needs of his people to lead more positive and sustainable futures has been demonstrated across his career to date. Currently a project manager with AbSec Karl is responsible for supporting the establishment of the Aboriginal community-controlled child and family sector in Western NSW. Karl holds a Bachelor of Community and Social Development from Western Sydney University and a Master of Social Work (Qualifying) from Monash University. Karl is a father, Yidaki player and enjoys fishing, skateboarding and gardening where time permits.



**MANDY YAN** Mandy is a Chartered Accountant with over 12 years' experience within financial services across Australia, China, Singapore and the UK. She is currently a Manager within the Treasury Department of Macquarie Group, responsible for optimisation of bank funding structures and risk management, including debt equity issuances and asset sales in excess of \$1.5 billion. Mandy is a non-executive Director of Symphony for Life and Chair of the Finance and Audit Committee. She was a member of the Golden Key International Honor Society for her academic achievements; loves travelling, playing golf and is currently training for her next salsa dance performance.





## LEGAL RESPONSIBILITY AS AN OBSERVER

Each organisation has been encouraged to review its Directors' and Offices' insurance, including potential coverage of you as an Observer.

The Program has sought legal advice on the potential liability associated with serving as an Observer and whether this role could be considered akin to the role of a Shadow Director under the Corporations Act 2001 (Cth) (the Act).

## SHADOW DIRECTORS

In the ordinary course, a director is a person who has been formally appointed to act as a director of a company or a body. However, the definition of a director under the Act extends to a shadow director.

A person who is not validly appointed as a director will be a shadow director if they either act in the position of a director or if the directors are accustomed to act in accordance with that person's instructions or wishes. A person is not a shadow director merely because the directors act on advice given by the person in the proper performance of functions attaching to the person's professional capacity, or the person's business relationship with the directors or the company.

When determining whether a person is a shadow director, regard should be had to a variety of factors including whether:

- (a) there is a causal connection between the instruction or the wish of the person and the directors acting on it, though it is not sufficient if the act that was specified in the instruction is something the directors would do irrespective of the instruction;
- (b) there is "habitual compliance over a period of time"; and
- (c) the directors collectively are accustomed to act on the person's instructions or wishes.

## ARE OBSERVERS SHADOW DIRECTORS?

In the course of the 12 month Observership Program, Observers are not appointed to act as directors of the companies or bodies that they are paired with.

Given that an Observer has no voting rights and only attends board or committee meetings to observe the workings of a Board as a learning experience, it is unlikely that an Observer will be found to be acting as a director of the partnership, company or body.

Additionally, the word accustomed implies that there must be a pattern of conforming to the wishes of the person, rather than a single instance.

Given that the extent of the Observer's relationship with the Board will be confined to a 12 month period, it would appear unlikely that the Observer would be able to exert a pattern of influence such that the directors who are formally appointed to the Board would be in the habit of complying with the wishes of the Observer. Accordingly, we have received legal advice stating that in the absence of any additional facts, an Observer would not be considered to be a shadow director and thereby exposed to any liability that follows from being a director under the Act.

## OUR GOVERNANCE

The Observership Program is a company limited by guarantee with an independent board and it is registered with the Australian Charities and Not-for Profit Commission (ACNC).

**BOARD DIRECTORS:** Jonathan Gavshon (Founder and Chair), Alison Deans, Conor Foley (2017 Observer), Dennis Goldner AM, Peter Joseph AM, Suzie Riddell and Joseph Skrzynski AO.

David Gonski AC and Jillian Segal AO are the Program Patrons.

The board of the Observership Program has an observer each year.



## CONTACT US

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### PHOTOGRAPHERS

Giselle Haber: 2017 and 2019 Sydney Program Launch



