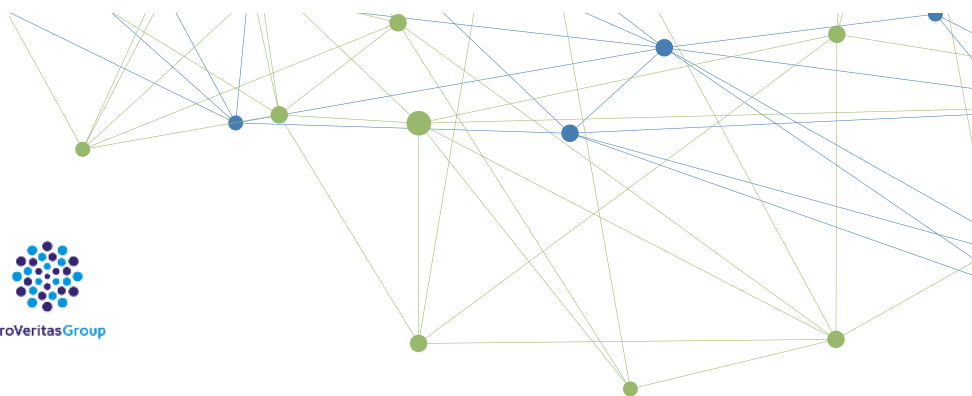




TOWARDS DIVERSE BOARDS: PATHWAYS TO DIRECTORSHIP

In partnership with:





TOWARDS DIVERSE BOARDS: PATHWAYS TO DIRECTORSHIP

AUSTRALIAN BOARDS AREN'T DIVERSE, AND IT'S HURTING THEM

Many governing boards for research and development organisations in Australia lack diversity. For example, in 2018, Cooperative Research Centres' boards were comprised of only 28% women, and rural research and development corporations were only 30%.¹

But diversity is about more than gender. While it has recently been estimated that 21% of Australians have a non-European background and 3% have an Aboriginal or Torres Strait Islander background,² only 11.3% of directors of ASX 200 companies are culturally diverse.³

Yet one of the success factors for CRCs is that those most affected by research, the end users, are tasked with guiding that research. The diversity of end users should be matched by the diversity of CRCs' and other research organisations' boards.

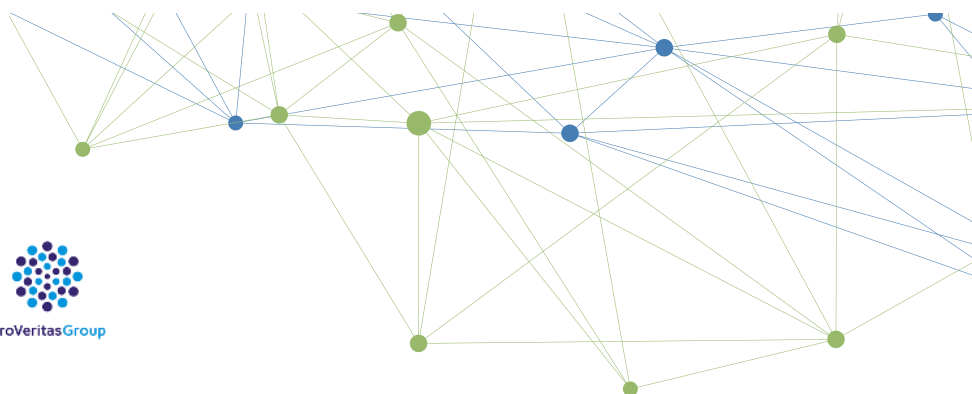
AUSTRALIAN BOARDS AREN'T SCIENTIFIC EITHER, AND IT'S HURTING THEM TOO

Although the most common undergraduate degree for ASX 50 CEOs is science,⁴ corporate Australia lacks technological literacy when it comes to boards, according to a recent member survey by the Australian Institute of Company Directors.⁵

The survey found 75% of members said their organisation had an innovation vision or innovation featured in their strategic plan. However, only 35% said their boards had the right skills and experience to assess the ethical and practical implications of modern technology. Interestingly, only 3% of members had science and technology expertise. Meanwhile, in Germany, 59% of CEOs have doctorates.⁶

WE NEED TO DO BETTER

We need more STEM professionals on boards and in leadership positions. However, when it comes to positions on boards, getting a start on the pathway can be especially difficult, in particular for those who identify as being from a group currently under-represented.



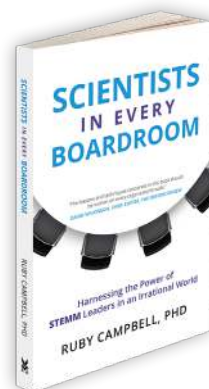
WHAT WE OFFER

The Cooperative Research Centres Association is partnering with the Governance Institute of Australia and ProVeritas Group to fast-track 100 people over 5 years on the pathway to board positions.

We invite anyone who identifies as being from an under-represented group to join us on the pathway to diverse, inclusive directorship.

The first cohort of 20 Pathways to Directorship Scholars will undertake the Governance Institute's Certificate of Governance for Not-for-Profits or a Certificate in Governance Practice (usually priced at \$3570) to provide them with a solid grounding in governance. The yearly cohort size is limited by class size in order to ensure a quality learning experience.

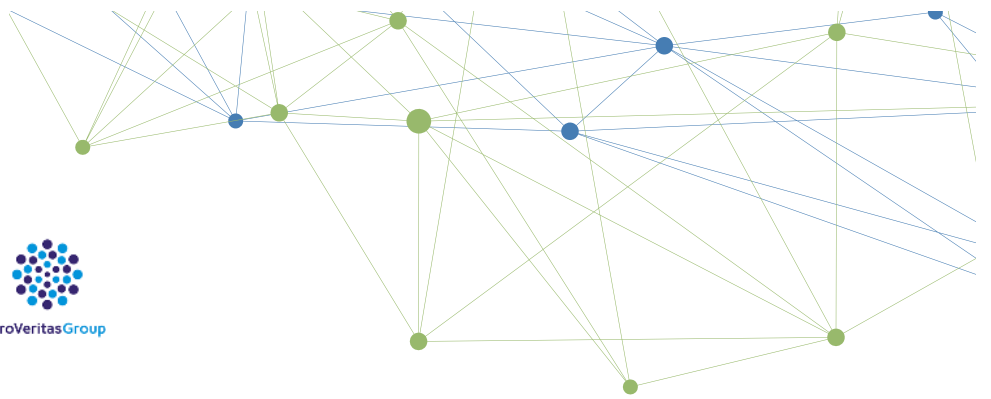
Together, we will go much further to get you on track to a board role: we can't guarantee you a board role, but we can guarantee you'll be on the pathway to one.



BENEFITS

As a Pathways to Directorship Scholar, you will:

- Obtain a Certificate in Governance for Not-for-Profits or a Certificate in Governance Practice, designed and taught by experts in the intricate area of governance, you'll leave confident in your ability to support good governance practices
- Undertake the first two units face-to-face during Collaborate | Innovate 2020 in Canberra on the 25th of May 2020
- Complete the final four units online in the 12 weeks following Collaborate | Innovate 2020
- Participate in an interactive workshop on the 25th of May run by Dr Ruby Campbell, Managing Director of ProVeritas Group, on the foundations of the leadership coaching process and an introduction to the 7 modules of the SCIENCE of Leadership coaching framework
- Participate in six discussion sessions with some of Australia's top directors of R&D to help you identify and build your own strengths
- Pay only the cost of conference registration and a supplement of \$450 (certificate usually priced at \$3570)
- Be a delegate at Australia's premier innovation event and attend the CRC Innovation Showcase in the Great Hall of Parliament House on the 26th of May



WHO SHOULD APPLY

We invite anyone at a CRC Association member organisation - especially STEM and innovation professionals from all disciplines - to apply who:

- Identify as under-represented on corporate boards based on factor/s such as but not limited to:
 - Gender
 - Nationality and culture (including Aboriginal and Torres Strait Islanders)
 - Ability and disability
 - Neurodiversity
 - Sexual orientation
 - Region, and
- Are looking forward to upskilling and commencing their journey towards directorship - whether on profit-driven or not-for-profit boards - and
- Have held no board appointments, and
- Can make the time investment into completing the certificate and applying for board or committee positions, including attendance at Collaborate | Innovate 2020.

TO APPLY

Apply for the Scholarship online, receive a confirmation from us that your application has been accepted pending Collaborate Innovate 2020 registration and payment of the supplement, then complete those steps within one week to secure your place.

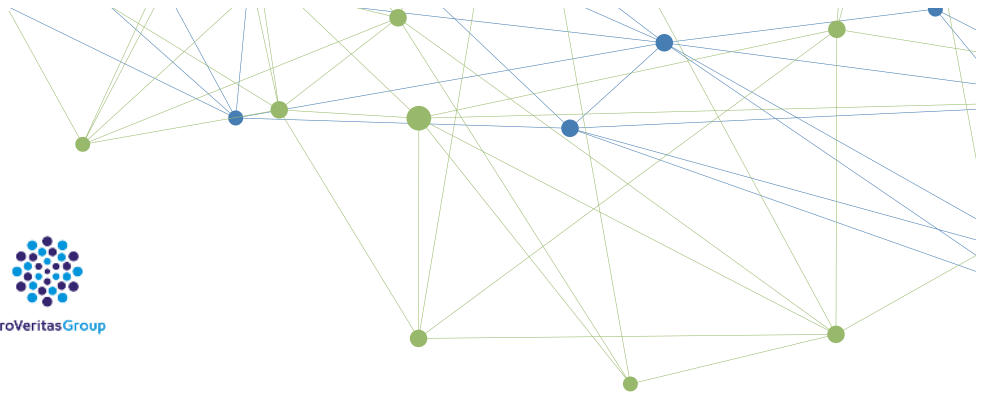
The cost of Full Conference Registration for Collaborate Innovate 2020 starts at \$1290 for Early-Bird Members and the Pathways to Directorship supplement is \$450. You will also need to cover the cost of your flights and accommodation to the conference. This opportunity, valued at over \$5000 is available to you from only \$1740.

Information submitted will be treated as confidential and only used for the purpose of processing applications. Applicants will be accepted on a first-come, first-served basis and it is expected there will be high demand for the limited number of Scholarships.

DATES AND DETAILS

On the 25th May, two units will be delivered face-to-face In Canberra:

- ***Governance Essentials***
 - A concise and practical overview of the essentials of good governance across all sectors.
- ***Duties of Officers and Directors***
 - A sound knowledge of officers' and directors' duties and develops skills in working on boards or management committees.



DATES AND DETAILS (CONTINUED)

After 27th May, online units are available for you to complete at your own pace:

CERTIFICATE IN GOVERNANCE FOR NOT-FOR-PROFITS

- **Not-For-Profit Financial Management**
 - A practical overview of financial management and reporting for organisations in the NFP sector.
- **Not-for-Profit Regulatory Compliance**
 - Demystifies the legal structures and regulatory framework underpinning NFP organisations.
- **Risk Management Essentials**
 - Practical information on the application of AS/NZS ISO 31000 and how to embed a risk-aware culture to enhance business opportunity and strategy.

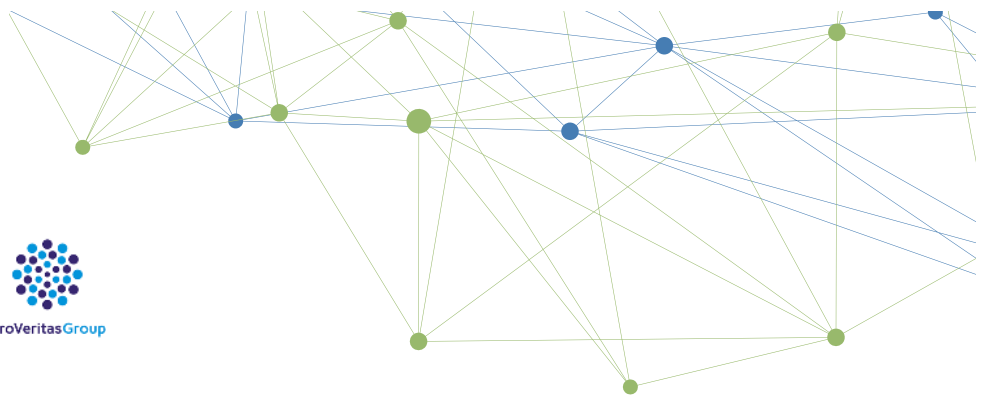
And your choice of:

- **Assessing Board Performance**
 - Merits and methods of evaluating board performance; it will help you to optimise the performance of your board and elevate good governance within your organisation.
- **Improving Organisational Performance**
 - Explore the crucial issues in achieving sustained, superior organisational performance.
- **Legal Framework of Governance**
 - Examine legislation, case law and other regulations that underpin governance systems in companies and other organisations

CERTIFICATE IN GOVERNANCE PRACTICE

Your choice of any four:

- **Accidental Company Secretary®**
 - Pivotal tools, information and insights you can directly apply in performing the role of the company secretary.
- **Assessing, Analysing and Treating Risk**
 - Examine the importance of managing and mitigating the impact of risk within an organisation.
- **Effective Minute Taking**
 - The basic elements of effective minute taking in any organisation.
- **Meeting ASX Listing Rules Requirements**
 - Learn how ASX administers the rules and how to apply them in practice.
- **Practical On-the-Job Skills for Company Secretaries**
 - Case studies and hypothetical scenarios to give you the practical tools necessary to perform confidently in your dual role. This course counts as two modules towards this Certificate.



DISCUSSION WEBINARS

As part of Pathways to Directorship, you will engage with some of Australia's most senior directors in science and engineering on matters of governance and relevant opportunities. Each discussion will be introduced by the author of *Scientists in Every Boardroom*, Dr Ruby Campbell. These sessions will enhance your online governance training, helping you identify your own strengths and what you offer future boards.

Webinars will be convened on 2nd June, 23rd June, 7th July, 28th July, 11th August, and 1st September 2020 to help you learn from the best in the business and celebrate your progress.

Webinars will be private and confidential to cohort participants. They will be recorded only for the use of cohort participants unable to attend on the day.

OUR COACHES (TO BE CONFIRMED)



The Hon Karen Andrews MP, Minister for Industry, Science and Technology

Making yourself heard

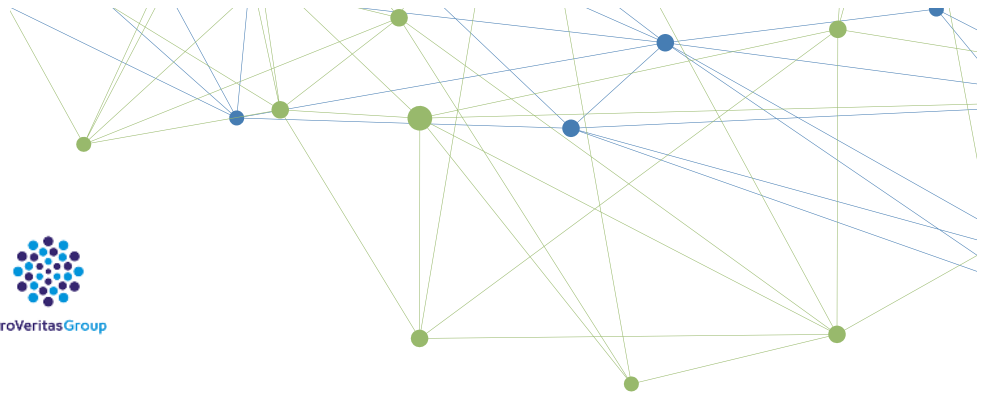
Karen Andrews MP has been the Federal, Liberal National Party Member for McPherson since 2010. She has been the Minister for Industry, Science and Technology in the Morrison Government since August 2018, and was previously the Assistant Minister for Vocational and Educational Skills, and earlier, the Assistant Minister for Science. Minister Andrews was an engineer and businesswoman before entering Parliament



Belinda Robinson, Company Director and Interim Vice Chancellor, University of Canberra

Members versus stakeholders

In addition to her leadership role with the University of Canberra, Belinda chairs three boards, including the CRC Association, and is a non-executive director on a fourth. Prior to joining the University of Canberra, Belinda was the CEO for more than seven years of Universities Australia, the peak national body representing Australia's 39 comprehensive universities. She is a Fellow of the Australian Institute of Company Directors, has served on two ASX-listed company boards and recently served as a member of the AICD Canberra Council.



Dr Marlene Kanga AM

Finding consensus

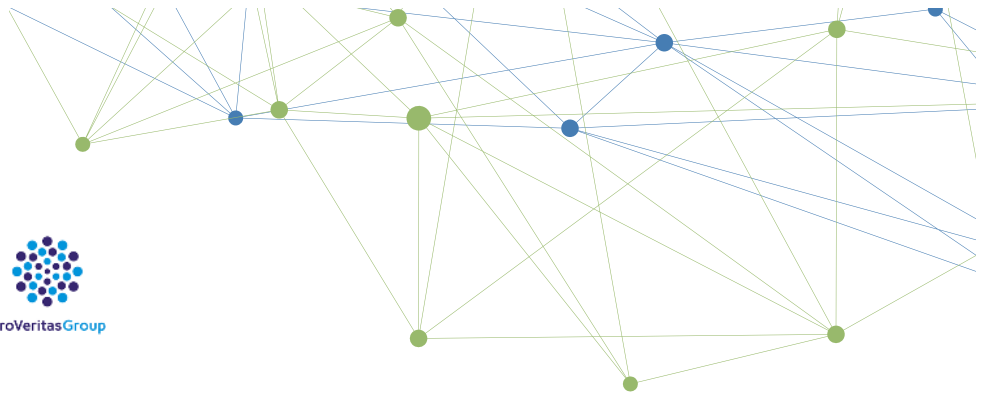
Marlene is an experienced company director and a Fellow of the Australian Institute of Company Directors and the Academy of Technology and Engineering. She was President of Engineers Australia in 2013 and is President of the World Federation of Engineering Organisations in 2017-2019. Marlene is a board member of Sydney Water Corporation, Airservices Australia and Standards Australia and iOmniscient Pty. Ltd which has developed world leading intelligent video technology. Previously she was a board member of the Hearing CRC and Innovation Science Australia and chaired the government's R&D Incentive Committee.



Dr Leanna Read

Science in business

Leanna Read Chairs the CRC for Cell Therapy Manufacturing's two spin-out companies, Carina Biotech Pty Ltd and TekCyte Pty Ltd. She was previously CEO and Chair of the CRC for Cell Therapy Manufacturing, CEO of the CRC for Tissue Growth and Repair and Managing Director of the CRC's spin-out biotechnology company, TGR BioSciences Pty Ltd. An AICD Fellow and Fellow of the Australian Academy of Technology and Engineering, she recently concluded a four year term as South Australia's Chief Scientist.



Megan Motto, CEO, Governance Institute of Australia

Putting yourself forward

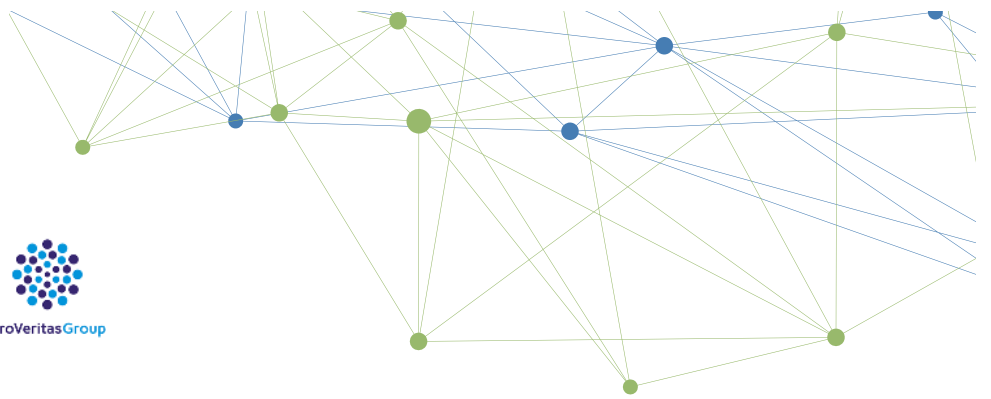
Prior to Megan Motto's appointment to the role of CEO for the Governance Institute of Australia, she was the CEO of Consult Australia, the association for professional services firms within the built and natural environment. Megan is also currently a Director of Standards Australia and a National Director for the Committee for Economic Development of Australia (CEDA).



Dr Megan Clark AC, CEO, Australian Space Agency

Informed collegiate decision making

Megan Elizabeth Clark AC, FTSE is an Australian geologist and business executive, former director of the CSIRO, and Head of the Australian Space Agency. She is a non-executive director of CSL Limited since 2016, a non-executive director of Rio Tinto since 2015 and non-executive director of CARE Australia since 2016, and was a member of the Prime Minister's Science, Industry and Engineering Council from 2009 to 2014.



YOUR FACILITATORS



Dr Tony Peacock, CEO of the CRC Association

Dr. Tony Peacock is the Chief Executive of the Cooperative Research Centres Association, prior to which he was the Chief Executive of the Invasive Animals CRC from 2005 and the Pest Animal Control CRC from 2001. He was Managing Director of the Pig R&D Corporation from 1996-2001 and is currently the Chairman of the Australasian Pig Research Institute. Tony is a Fellow of the Australian Institute of Company Directors and the Academy of Technology and Engineering, and is an Adjunct Professor at the University of Canberra.



Dr Ruby Campbell, Managing Partner & Founder of ProVeritas Group

Dr Ruby Campbell began her career as a research scientist, moving within the corporate world to become an international senior executive in the pharmaceutical industry, an Adjunct Professor at the UNSW School of Business, and for the past 10 years as the founder and Managing Director of ProVeritas Group, which specialises in leadership & learning solutions. As a Fellow of the Institute of Coaching, Harvard McClean Medical School and with a Masters in Coaching Psychology, an MBA (Executive), and a PhD in Science, Dr Campbell helps create the right leaders and organisations for the 21st Century. Her rich background and experiences provide unique insight into today's leadership challenges within business and science in a highly complex and interconnected world..

1 Boardroom Diversity Index, Women on Boards (2018)
2 Leading for Change: A blueprint for cultural diversity and inclusive leadership revisited, The Australian Human Rights Commission (2018)
3 Capitalising on Culture: A Study of the Cultural Origins of ASX 200 Business Leaders, Diversity Council Australia (2013)
4 Australian Top 50 CEO Report, Apollo Communications (2019)
5 Driving Innovation: The Boardroom Gap, Australian Institute of Company Directors (2019)
6 Franck, E & Opitz, C 2007, 'The Singularity of the German Doctorate as a Signal for Managerial Talent: Causes, Consequences and Future Developments', Management Revue, vol. 18, no. 2, pp. 220-241