



PANELLISTS













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Emerging Issues for Boards in 2024 and Beyond

A snapshot of themes compiled from board evaluation observations and conversations with directors and feedback from Company Secretaries during Nasdaq's international roundtable events



The Economy & Geopolitics



Economy & Geopolitics

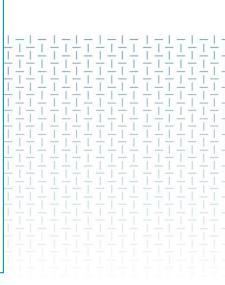
- Uncertainty in the wider world is a board discussion theme in itself
- Having a real impact on board and management decision making:
 - Mergers, acquisitions and divestitures
 - Looking at operational efficiencies
 - Capital and investment strategies including technology, innovation and R&D
 - Exploring supply chain resilience

ESG / Sustainability



ESG / Sustainability

- Headwinds are impacting how effective organisations are being in communicating their ESG credentials
- Rush to understand the impact of climate change and other ESG matters on:
 - Company strategies
 - Risk Profiles
 - Cultures
- At same time, seeking to embed ESG principles into all aspects of a company's operations – moving from compliance to 'living and breathing'





Stakeholder Engagement



Stakeholder Engagement

- Increasing focus at board-level on how to engage with stakeholders
- The expectations of stakeholders such as shareholders and customers - has driven:
 - New focus on defining and communicating governance arrangements / accountabilities
 - More dynamic assessment of board composition
- Boards are also increasingly thinking about how to bring stakeholder 'voices' into the boardroom aligned to relying on more qualitative vs quantitative data



Risk Management



Risk Management

- A joint top observation from board evaluations alongside succession planning
- Rising in profile as the 'risk universe' expands, populated by difficult to quantify risks
- Some industries are better equipped than others
- Risk oversight is a key function of a board, but the nature of the new 'top risks' (e.g. cyber) means firms struggle to have the expertise around the table
- Complicated further by backdrop of ever-expanding board remit



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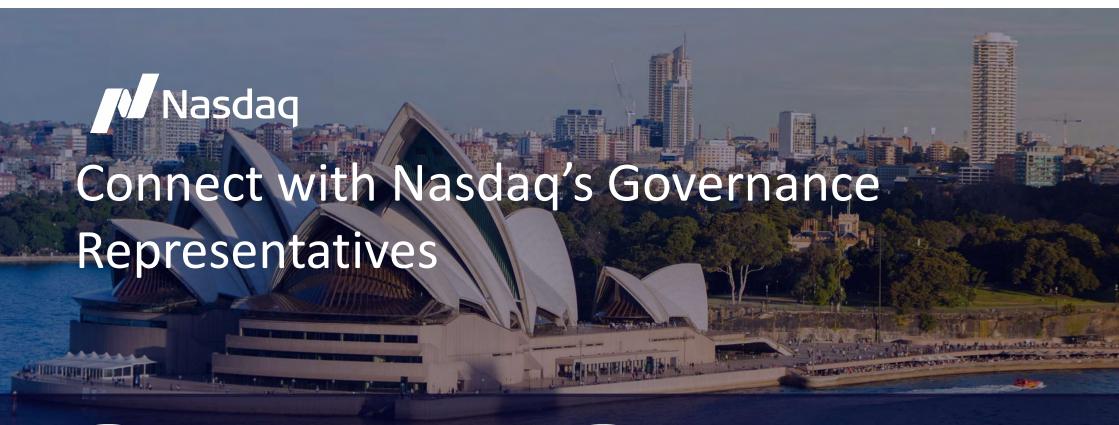
Board & Management Evaluations | Public Company Readiness



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GOVERNANCE OUTSTANDING ACHIEVERS



Adrianna Bisogni Group Company Secretary, Insignia Financial Ltd



Belinda Loke Non-Executive Director Kids Hope Australia Ltd



Genevieve Simkiss

Deputy Company

Secretary,

Xero



Glenn Tomai Head of Audit and Risk RSL Queensland



Jaya Prasad Lawyer & Assistant Company Secretary, New Hope Corporation Limited



Joshua Little Chief People & Risk Officer Aveo Group



Karen Grumley Head of Risk and Resilience, Pacific National



Raj Kumar Executive General Manager Governance, Risk & Compliance, Delaney Kelly Golding Pty Ltd



Robert Bonotto Chief People and Corporate Officer, FUJIFILM Business Innovation Australia Pty Ltd



Robin Bates General Counsel & Company Secretary, Metro Mining Limited



Troy Swan General Counsel & Company Secretary, Winc

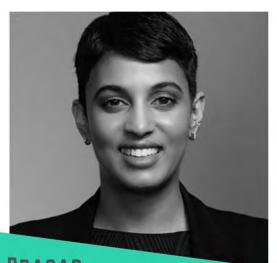


RISING STAR

"As a young professional who is passionate about the energy and resources industry and the vital role it plays in Australia's economy, I have been dedicated throughout my relatively short career to assisting mining companies in continuing to achieve sustainable success in an increasing regulated space. While I am very new to governance, I am excited to continue to tackle the challenges faced by listed mining companies and being named winner of Governance Top 100 would validate my passion and hopefully inspire other young professionals to join the industry."



RISING STAR



JAYA PRASAD

LAWYER & ASSISTANT COMPANY SECRETARY

NEW HOPE CORPORATION LIMITED

(ASX: NHC)

FINALIST 2024



Alicia Morris

General Counsel & Company Secretary, Australian Vintage Limited





AND THE WINNER IS...



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EXECUTIVE MANAGER, LISTED

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