

Governance Charter

Brightwater Care Group Limited

Documentary Integrity Control			
Action	Date of Board Resolution	Effective Date	Authorised by
1. Adoption of this Charter	29 October 2015 (AGM)	9 June 2016 (conversion)	Members and Board
2. Care Committee Terms of Reference refresh	14 March 2018	28 March 2018	Board
3. Business Committee Terms of Reference refresh	6 June 2018	20 June 2018	Board
4. Care Committee guidelines for selection and appointment of representatives	15 August 2018	29 August 2018	Board
5. Care Committee Terms of Reference refresh to reflect new Aged Care Quality and Safety Standards	12 June 2019	26 June 2019	Board
6. Updating of	14 August 2019	28 August 2019	Board

4. Professional Development

- (a) Directors and key executives should have access to continuing professional development opportunities to update and enhance their skills and knowledge.
- (b) This should include education and training concerning key developments in the Organisation and in the environment within which it operates, as well as developments in the regulatory environment and in governance practices.
- (c) The Organisation commits to developing a regime by which opportunities for the professional development of its Directors and key executives can be identified and made available.
- (d) The Organisation should provide allowance in its annual budget for this purpose.

5. Outline of Induction and Evaluation Procedures

- (a) Attachment 1 to this policy sets out the Organisation's standard induction procedure for new Directors and key executives.
- (b) Attachment 2 to this policy sets out the Organisation's standard process for Board, Committee and Director evaluation.
- (c) Attachment 3 to this policy sets out the Organisation's standard process for senior executive evaluation.
- (d) These standard procedures may be adapted as appropriate to meet the circumstances of each case.

6. Role of the Governance Committee

The Board's Governance Committee, in consultation with the Chair and the Secretary, is assigned primary responsibility for strategies and processes to be developed and implemented to achieve the general purpose and principle in this policy.

ATTACHMENT 1

New Directors

Standard Induction Procedures

This document sets out a procedure which can be used for the induction of new Directors. Similar steps (with such prudential adaptations as are appropriate having regard to confidentiality constraints and the role of the executive) should apply to key executives.

Step 1: Assessment of skill and expertise of new Director

Make a preliminary assessment of the knowledge, skill and experience of the person to ensure that the induction can be tailored appropriately to the circumstances of the person.

Ensure full CV, declarations provided by the Director, contact particulars and photo ID of the person is within Organisation records.

Step 2: Induction Pack

Provide the person with an induction pack including the following:

Organisational

- Organisation Constitution and By-laws;
- executive and management reporting organisational structure diagrams; and
- key Organisation policies eg. occupational health and safety

Board

- Governance Charter including:
 - Board and Board Committee charters;
 - all relevant Board policies, codes, and protocols;
- annual reports for the last three years;
- management accounts and management reports over last 3 months;
- current business plans, budget and strategic plan;
- copies of Board minutes and relevant Board Committee minutes over last 6 months (or thereabouts);
- copy of the last Board meeting package;
- copies of internal audit reports and the auditors' management letters addressing issues relating to internal controls and signing off the year end accounts, over last 12 months;
- copy of Organisation's risk management policy; and
- photo and brief bio of each Board member and key executives.

Operations

- information about the industry and an analysis of the areas in which the Organisation operates;

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- details of main customers, suppliers, bankers, consultants and competitors (as applicable);
 - details about the regulatory regime in which Organisation operates; and
 - details of main operations, assets and liabilities.

Step 3: Management Presentations

Senior management will give presentations to the person and include opportunities for questions to be asked.

Step 4: Site Visits

The person may undertake tours of the Organisation's main sites and facilities.

Step 5: Ongoing access to information

The person is to be made aware of whom he or she can contact for further information and what information is available.

Ensure person has addressed all HR and security requirements and is on the e-mail address list for any Board related information and media releases.

Step 6: Further training

Identify need for and arrange any specific further training which may be required.

Follow up with person after 1 month and after 6 (or such other appropriate number) months as to any other information/training or educational requirements desired.

ATTACHMENT 2

The Board, Committee and Directors - evaluation protocols

1. Principles

The principles of the evaluation process are:

- integrity of process – actual and perceived;
- assessment to be independent of management;
- process designed to encourage open and constructive discussion;
- agreed and clear goals accepted by all participants;
- confidentiality of identity of each individual director assessment;
- transparency of the evaluation process to assure accountability;
- post evaluation debriefing assessment and follow up;
- evaluation to focus on demonstrable performance, in context of overall Organisation goals; and
- voluntary submission to evaluation by all relevant participants.

2. Participants Evaluation Process

2.1 Selecting an evaluation process and criteria

- (a) The Governance Committee, in consultation with the Chair, assumes responsibility for recommending to the Board the appropriate evaluation objectives and processes, including the methodology, who will facilitate it, and who will oversee it.
- (b) The Board decides if it accepts the recommendation or if it requires changes.
- (c) Utilisation of external facilitation under the oversight of the Chair can help bring professionalism, objectivity and confidentiality to the process.
- (d) Evaluation criteria should:
 - allow comparison with identifiable objective benchmarks where possible;
 - be relevant to the Organisation, the Board, the Committees, the Directors and their respective circumstances;
 - be relatively standardised to allow longitudinal analysis, unless circumstances otherwise require;
 - should be capable of reflecting the full scope of relevant endeavour and performance which is consistent with the Organisation's strategies and goals.

2.2 Generally available types of evaluation processes

- (a) Self-assessment is a common approach. Self-assessment allows ownership of and personal input into the evaluation process.
- (b) Peer review (360° feedback) can be a desirable addition to self-assessment, especially for the role of the Chair. Peer review gives objectivity.
- (c) Other models of evaluation (e.g. external consultant interviews) may be suitable depending on the circumstances and needs.

2.3 Evaluation program

- (a) The cycle for the Organisation's evaluation and review process or program for its Board, Committees and individual Directors is 3 yearly.
- (b) Discrete elements of the evaluation program desirably may be undertaken each year in accordance with the following process:
- (i) Year 1 – overall governance review and evaluation PLUS individual Director discussions with Chair (as appropriate);
 - (ii) Year 2 – governance review and evaluation of Board Committees PLUS individual Director interviews with Chair;
 - (iii) Year 3 – Board dynamics review and evaluation PLUS individual Director interviews with external facilitator.

3. Process for individual directors

3.1 Process for Review Process

- Step 1** Each Director completes an agreed self-evaluation form using agreed ratings and evaluation criteria and passes same to Chair or external facilitator (as applicable).
- [Step 1A** (in case of peer review only) Other Directors provide feedback on the performance of the Director using the same agreed ratings and evaluation criteria and passes same to Chair or external facilitator (as applicable).]
- Step 2** A meeting is held between the Director and the Chair or external facilitator (as applicable) to discuss issues raised (including any material discrepancies between self-assessment rating and the peer review as applicable).
- Step 3** Chair or external facilitator reports back to Board on outcomes of the process (but having respect for the principle of confidentiality – refer paragraph 1 above).

3.2 Evaluation criteria for each Director

Includes:

- Governance: ability of Director to contribute to Board and Organisation's performance whilst adhering to principles of good governance.
 - Leadership: ability of Director to inspire commitment to Organisation's vision and values.
 - Strategy: ability of Director to analyse, evaluate and contribute to the Organisation's strategic plan and positioning.
 - Industry knowledge: Director's experience in the industry in which the Organisation operates so as to give valuable insights as to the environment in which the Organisation operates.
 - Commercial/business acumen: Director's ability to contribute to the increase in the prosperity of the Organisation and its stakeholders.
 - Social Capital: Director's ability to contribute to and enhance the Organisation's social capital and standing.
 - Special attributes: identification of any special skills or attributes.
 - Teamwork/dynamics: ability of Director to interact constructively with fellow Board members and the senior executives in a manner that is consistent with achieving common business goals.
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3.3 Chair evaluation

To the extent to which the role of the Chair is not evaluated in any overall governance review and evaluation tool being deployed, the Deputy Chair (if any) or senior/lead independent Director should take responsibility for evaluation and review of the Chair and the views of the other Directors should be canvassed.

4. Process for Board Committees

4.1 Review Process

- Step 1** The members of each relevant Committee complete self-evaluation forms using agreed ratings and evaluation criteria and pass same to Chair or external facilitator (as appropriate).
- Step 2** The Chair or external facilitator (as appropriate) meets with the relevant Committee to constructively discuss the outcomes of the review and any agreed action arising.
- Step 3** A summary of outcomes for all Committees is reported to the Board by the Chair or external facilitator (as appropriate) for discussion and any action arising.

4.2 Evaluation criteria for committees

Includes:

- Committee Charter: appropriateness of scope and content of Committee's remit.
- Committee Membership: appropriateness of balance and skill blend of Committee members.
- Procedure and practice: use of Committee time, adequacy of Committee papers, frequency of meetings, ability to access resources, ability to keep informed in relevant area, provision for continuing development, opportunity for Committee members to contribute constructively to committee to work in a conducive and open manner, and Committee member dynamics.
- Committee substantive output: objective criteria (based on the Committee's remit and terms of reference) to measure the performance output of the Committee.

5. Process for Overall Governance Review

5.1 Review Process

- Step 1** Each Director completes evaluation form using agreed ratings and evaluation criteria or external facilitator (as appropriate).
- Step 2** The results of the evaluation forms are analysed in accordance with the agreed methodology.
- Step 3** The outcome of the review is communicated to the Board by the Chair or external facilitator (as appropriate) for discussion and any action arising.

5.2 Evaluation criteria for Overall Governance Review

Includes:

- Individual Director: The appropriateness of the competencies, skills, attributes and behaviours of each Director (and of the Chair).
- Board: How the individual Directors come together as a team, including Board and Committee structure and meetings, as well as Board deliberations and dynamics.
- Organisation: How governance is driven from the Board to management and the organisation including attributes of the CEO, and the organisation's strategy, risk and performance outcomes.

- **Stakeholder:** How the organisation engages with, reports to and holds itself accountable to its Members, regulators and broader stakeholders, and the community of which it is a part.

The aim is to take an holistic view of the Company's governance across all areas of the Organisation.

6. Process for Board Dynamics Review

6.1 Review process

- Step 1** Each Director completes evaluation form using agreed ratings and evaluation criteria and passes same to Chair or external facilitator (as appropriate).
- Step 2** The results of the evaluation forms are analysed in accordance with the agreed methodology.
- Step 3** The outcome of the review is communicated to the Board by the Chair or external facilitator (as appropriate) for discussion and any action arising.

6.2 Evaluation criteria for Board Dynamics Review

Academic research has identified good board dynamics as one of the most influential and important areas of governance leading to enhanced corporate performance outcomes. Criteria for evaluation include:

- the structure and means of the Board's deliberations and Board member inter-actions including:
 - team attributes
 - mutual trust
 - co-operation
 - challenge
- getting the task done
 - clarity of goals/purpose
 - skill mix
 - competence
 - reliance on others to perform
 - deliberations and decision making
- shared leadership
- team building
 - competencies
 - shared learnings
 - creativity and support

7. External Facilitation

The Board should periodically consider external facilitators to assist and co-ordinate the review and evaluation process.

8. Combination of Evaluation Processes

The Company may make use of governance analysis tools that combine individual Director, Board, Board Committee and overall governance evaluations into a combined holistic evaluation and review.

ATTACHMENT 3

Executive Performance Review and Evaluation Protocols

1. Principles

The principles of the performance review and evaluation process include:

- continuous improvement;
- review and assessment of historical performance against:
 - job description and expectation;
 - key performance indicators set;
 - Organisation's code of conduct and ethical value base;
 - Organisation objectives;
- identification of:
 - any impediments to enhanced performance;
 - professional development and training opportunities to improve future performance;
- agreed initiatives arising from the review;
- setting of key performance indicators for the future to align expectations with the - Organisation's strategic objections;
- review of remuneration arrangements and adjustments as appropriate.

2. Participants Review and Evaluation Process

- (a) **(Timing)** Reviews and evaluations should take place:
- (i) consistent with the executive's employment contract;
 - (ii) whenever considered appropriate by the Organisation in case of special need or concern;
 - (iii) at least annually.
- (b) **(Process)** Reviews and evaluation should include:
- (i) accepted HR industry standards for such reviews including the prospect of 360° feedback review processes as may be appropriate;
 - (ii) for the CEO, facilitated by the Board Chair (or Chair of Governance Committee) or an external facilitator;
 - (iii) for other senior executives, facilitated by the CEO (perhaps in conjunction with the HR manager) or an external facilitator;
 - (iv) provision of sufficient and appropriate information to both the reviewer and the reviewee to assist the integrity of the review and any performance benchmarking to be considered as part of the review;
 - (v) an agenda for the review including key issues to be discussed as part of the review;
 - (vi) sufficient advance notice of the review to be given to reviewer and reviewee to allow time for proper reflection and preparation;

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- (vii) the review itself being conducted in an open and transparent manner with a view to constructive criticism on areas for improvement and acknowledgement of areas of past achievement.
- (c) **(Recording)**
- (i) Notes prepared by the facilitator arising from the review, including agreed initiatives arising, key performance indicators for the future, and any variation to job description/scope or remuneration;
 - (ii) The notes also being given to the reviewee for acceptance as a fair record of the review.
 - (iii) Details of the review process and outcome being recorded in the Organisation's corporate HR records.

Appendix N

Remuneration Policy

1. Generally

- (a) The Organisation commits to a formal and transparent process for remunerating its people.
- (b) This includes developing a remuneration policy and fixing remuneration packages for senior executives with no senior executive deciding his or her own remuneration.
- (c) Within the context of the Organisation's community and charitable not for profit status, remuneration is to be market competitive, fair and equitable so as to attract, motivate and retain high quality candidates.

26. Remuneration for non-executive Directors

- (a) Having regard to the Organisation's community and charitable not for profit status, to date the Board has resolved not to offer remuneration to its Board members. However it is recognised that this approach may change in the future.
- (b) If a Board decision is taken for this approach to be reviewed, then in considering whether or not to award non-executive Director remuneration, and if so how much, the Governance Committee and the Board should have regard to all relevant factors including:
 - any constraints or approvals required in the terms of the Constitution;
 - market and peer benchmarking;
 - organisational performance generally;
 - member sentiment;
 - cashflow capacity;
 - board work load;
 - ensuring that incentives for non-executive Directors do not conflict with their obligations to bring an independent judgement to matters before the Board.

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- (c) The principles of any non-executive director remuneration policy should first be appropriately disclosed to and approved by the Members of the Organisation in general meeting.
 - (d) The current approach of not awarding remuneration to Board members does not prejudice a Board member's entitlement to reimbursement of out of pocket expenses properly incurred by that Board member on behalf of the Organisation.

27. Remuneration for Executive officers

- (a) In setting the level and composition of remuneration for executives the Company will balance its desire to attract, retain and motivate high quality personnel with the need to ensure that:
 - (iv) their remuneration incentivises them to pursue the goals and success of the Organisation (both over the short and longer terms) without taking undue risks;
 - (v) the Organisation is not paying excessive remuneration.
 - (b) The structure of executive remuneration should be designed to create alignment of the interests of the executive with those of the Organisation.
 - (c) Typically that may include a remuneration structure along the following lines:
 - (vi) base salary (including superannuation);
 - (vii) bonus arrangement – typically set so as not to exceed a percentage of base salary whether available in salary or in some non-financial award form (e.g. extra leave or paid attendance at relevant professional development courses or conference seminars) with its annual award being at the discretion of the Board (on the recommendation of the Governance Committee in consultation with the CEO) measured against the degree of satisfaction of certain key performance indicators (**KPIs**) set at the beginning of the annual period;
 - (d) The Organisation's remuneration is specifically designed to encourage loyalty and longevity of employment as well as aligning the employee's interests with those of the Organisation and the creation of genuine long term sustainable value for the Organisation. Accordingly the following principles are to be incorporated into remuneration packages for the executives:
 - (viii) any unvested bonus arrangements lapsing on the departure of the executive from employment with the Organisation, other than at the discretion of the Board (in consultation with the CEO) if the departure is on "good leaver" basis or on compassionate grounds;
 - (ix) even if bonus remuneration has vested and been awarded, if the basis upon which the vesting or award has been made proves to be misfounded for any reason whatsoever (including without limitation material error or misstatements in the data relied upon by which the award was made), then the correct remuneration entitlement is to be determined and any difference promptly repaid or restored by the executive to the Organisation, or paid or awarded by the Organisation to the executive, as applicable.
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Appendix O

Diversity Policy

1. General Purpose and Principle

Note: *in the context of this Policy and unless specifically mentioned otherwise, "Diversity" is not confined to diversity of gender and refers to people at all relevant levels within the Organisation (including Board, senior executive, management and otherwise) with a diverse blend of skills, experiences, perspectives, styles and attributes gained from life's journey, including on account of their culture, gender, age or otherwise.*

- (a) The Organisation respects and values the competitive advantage of "diversity", and the benefit of its integration throughout the Organisation, in order to enrich the Organisation's perspective, improve corporate performance, increase shareholder value, and enhance the probability of achievement of the Organisation's objectives (**Principle**).

~~(x)~~(x) This Principle will manifest itself in the following areas:

- (i) strategic and operational:
- being attuned to diverse strategies to deliver the Organisation's objectives;
 - being attuned to diverse corporate, business and market opportunities;
 - being attuned to diverse tactics and means to achieve those strategies and to take advantage of those opportunities.
- (ii) management:
- adding to, nurturing and developing the collective relevant skills, and diverse experience and attributes of personnel within the Organisation;
 - ensuring the Organisation's culture and management systems are aligned with and promote the attainment of the Principle.

~~(xii)~~(xi) The Organisation will develop strategies, initiatives and programs to promote the Principle, including the achievement of gender diversity with respect to the matters referred to in paragraph 1(b)(ii).

~~(xiii)~~(xii) In particular, the Organisation will set measurable objectives, and targets or key performance indicators (KPIs), for the strategies, initiatives and programs to achieve gender diversity with respect to the matters referred to in paragraph 1(b)(ii).

~~(xiv)~~(xiii) The Organisation will implement the strategies, initiatives, programs and measurable objectives referred to in paragraphs 1(c) and (d).

~~(xv)~~(xiv) Management will monitor, review and report to the Board (including via the Governance Committee on the achievement of gender diversity with respect to the matters referred to in paragraph 1(b)(ii)) and the Organisation's progress under this Policy.

28. Responsibility for Policy

- (a) Although the Board through the Governance Committee retains ultimate accountability for this Policy, the Board has delegated responsibility for Policy implementation to the CEO.
- ~~(xvi)~~(xv) _____ In turn the CEO has delegated to the Organisation Secretary responsibility for the administration of this Policy (including its reporting to the Board, or the Governance Committee as appropriate).

29. Measurable Objectives, Targets and Key Performance Indicators (KPIs) – Gender Diversity

With respect to gender diversity, management will:

- (a) develop, for approval by the Board (including on recommendation of the Governance Committee) as appropriate:
- (i) measurable objectives concerning the strategies, initiatives and programs referred to in paragraph 1(c);
 - (ii) targets or key performance indicators (KPIs) to verify progress towards attainment of those measurable objectives.
- ~~(xvii)~~(xvi) _____ measure performance against those targets and KPIs;
- ~~(xviii)~~(xvii) _____ report from time to time the progress of the matters referred to in paragraphs 3(a) and (b);
- ~~(xix)~~(xviii) _____ benchmark the Organisation's position on diversity and undertake gender pay equity audits to gain insights into the effectiveness of this diversity policy;
- ~~(xx)~~(xix) _____ if the Organisation alters its reasonable gender diversity objectives in any reporting in the terms of this Policy, it will explain that fact and indicate which set of objectives is being reported against.

30. Communication

The Organisation commits to the communication of this Policy within the Organisation and to its members and stakeholders, including via its web-site:

- (i) by way of transparency and accountability; and
- (ii) to better promote the prospects of attainment of the Principle.

31. Accountability

- (a) Reporting and accountability in the terms of this Policy will be a periodic item on the Board Agenda.
- ~~(xxi)~~(xx) _____ At least annually the Governance Committee will report to the Board on progress towards attainment of the Principle with respect to the matters referred to in paragraph 1(b)(ii).

32. Addenda to this Policy

- (a) The following shall constitute addenda to this Policy as if set out in this Policy:
- (i) approved strategies, initiatives and programs and measurable objectives referred to in paragraph 1(c); and
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- (ii) approved measurable objectives, targets and KPIs referred to in paragraph 1(d);

as may apply from time to time.

~~(xxii)~~(xxi) Attachment 1 to this Appendix O sets out certain strategies, initiatives, programs, targets and objectives that are to apply.

33. Overriding Caveat

Nothing in this Policy shall be taken, interpreted or construed so as to endorse:

- (a) the principal criterion for selection and promotion of people to work within the Organisation being other than their overall relative prospect of adding value to the Organisation and enhancing the probability of achievement of the Organisation's objectives;

~~(xxiii)~~(xxii) any discriminatory behaviour by or within the Organisation contrary to the law, or any applicable codes of conduct or behaviour for the Organisation and its personnel; and

~~(xxiv)~~(xxiii) any existing person within the Organisation in any way feeling threatened or prejudiced by this Policy in their career development or otherwise, merely because their diversity attributes at any time may be more, rather than less, common with others.

ATTACHMENT 1
DIVERSITY
- Strategies, Initiatives, Programs -
- Measurable Objectives, Targets and KPI's -

1. Strategies, Initiatives and Programs (refer paragraph 1(c) of Diversity Policy)

- (a) At Board / Board Committee level:
- (i) Periodically review the Board / Director evaluation processes to ensure that:
 - diversity is embedded as a relevant attribute;
 - any skill / gap analysis matrix utilized includes due regard for the attribute of diversity; and
 - a clear statement exists as to the mix of skills and diversity that the Board is looking to achieve in membership of the Board.
 - (ii) When addressing Board and Committee succession planning, ensure that:
 - the Policy is respected;
 - efforts are made to identify prospective appointees who have diversity attributes; and
 - efforts are made for any short list of prospective appointees to at least include a gender diverse candidate.
 - (iii) When setting performance and remuneration KPIs for achievement by the CEO and the senior executive team under their employment contracts, the following should be considered within such KPIs:
 - the development of strategies, initiatives and programs towards the Principle; and
 - attainment of measurable objectives towards the Principle, including gender diversity.
- ~~(xxv)~~(xxiv) At executive and management level:
- (i) Periodically review the Organisation's HR policies and processes to ensure that:
 - they are "inclusive" in nature and responsive to the Policy;
 - they do not expressly or implicitly operate in a manner contrary to the Policy;
 - equal opportunity status applies to all positions within the Organisation, except where there is legitimate cause in the best interests of the Organisation and its personnel, to warrant otherwise; and
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- any incidents of exception referred to in the preceding paragraph are reported to the Organisation Secretary for rectification (and on-referral as appropriate) having regard to the Policy.
- (ii) Periodically review the Organisation's physical environments and cultural practices to ensure that:
 - they are "inclusive" in nature and responsive to the Policy; and
 - they do not expressly or implicitly operate in a manner contrary to the Policy.
- (iii) Generally ensure in the Organisation's recruitment practices that:
 - the Policy is respected;
 - efforts are taken to identify prospective appointees who have relevant diversity attributes;
 - efforts are made for any short list of prospective appointees to at least include a gender diverse candidate.

~~(xxvi)~~(xxv) Generally – Development Programs

- (i) The Organisation commits to the career development of those of its loyal personnel who aspire to develop their skills and abilities to take on more senior and responsible roles within the Organisation on a long term basis.
- (ii) A standing program will be developed by management under its HR function, with provisional budgetary funding approved from time to time, to achieve this objective.
- (iii) A particular aim of this initiative is to improve the internal succession "pipeline" of personnel, especially gender diverse personnel, towards more senior and responsible roles within the Organisation.

34. Measurable Objectives, Targets and KPI's (refer paragraph 3 of Diversity Policy)

(a) Initiatives and Programs

Initiatives/Program	By When
1.(a)(i)	Ongoing
1.(a)(ii)	Ongoing
1.(a)(iii)	Ongoing
1.(b)(i)	Ongoing
1.(b)(ii)	Ongoing
1.(b)(iii)	Ongoing
1.(c)(ii)	Ongoing

(b) Specific Gender Diversity Targets

[(*) Note: having regard to the Overriding Caveat in paragraph 7 of the Policy, and as applicable, any historically gender skewed “pipeline” of qualified and experienced personnel in the industry sector in which the Organisation operates, these targets should not be regarded as “hard”, and are subject to the Overriding Caveat]

	Target	By When
1.	At Board level: - at least one of the next 2 Board appointments desirably should be gender minority with appropriate skills and attributes.	When it is appropriate to expand or refresh the Board.
2.	At Executive level: - at least one of the next 2 executive appointments desirably should be gender minority with appropriate skills and attributes.	When it is appropriate to expand or refresh the executive team.

Appendix P

Communications with Members and other stakeholders

1. The Board will seek to ensure that the Organisation communicates openly with its Members and other stakeholders (subject to commercial and legal confidentiality restraints, including privacy laws) in a timely and effective manner, including by print and electronic communication means (as appropriate).
 2. The Organisation will use the Organisation's website to provide information about the Organisation and to complement the official release of material information so as to enable broader access to information by Members and stakeholders.
 3. Such communications will include:
 - (a) posting to the Organisation's website:
 - the full text of the last 3 years notices of Member meetings and explanatory material;
 - the last three years' media releases and at least the last three years financial statements;
 - the names, photographs and brief biographical information for each of its Chair, Board members, CEO and senior executives;
 - an overview of the Organisation's current business;
 - a description of how the Organisation is structured;
 - a summary of the Organisation's history;
 - a key events calendar including:
 - anticipated dates for the forthcoming year for significant events for members and stakeholders;
 - AGM date;
 - once known, the time, venue and other relevant details for the AGM;
 - contact details for enquiries from members, media and stakeholders;
 4. The Organisation's website is to have a "governance" launching page from where all relevant governance information can be accessed with an intuitive and easily located link to the page in the navigation menu on the website.
 5. The Organisation's Member and stakeholder relations program is to be designed and is to be implemented to facilitate effective 2-way communications, including:
 - (a) by giving effect to the terms of this Policy;
 - ~~(xxviii)~~(xxvii) to ensure reasonable accessibility of relevant Organisation personnel to engage with members, media and other relevant stakeholders
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to communicate information about the Organisation and to receive feedback;

~~(xxix)~~(xxviii) to allow Members, stakeholders and media to gain a greater understanding of the Organisation's operations, mission or purpose, governance and performance;

~~(xxx)~~(xxix) to provide an opportunity for Members, stakeholders and others to express their views to the Organisation on matters of concern or interest to them, and for those views to be distilled and communicated to the relevant Organisation person, including the Board as appropriate.

6. Only those persons specifically authorised by the Board and/or the CEO have authority to speak on behalf of the Organisation.
7. The Organisation gives the option to its Members to electronically receive communications from, and to electronically send communications to, the Organisation.
8. Electronic communications from the Organisation are to:
 - (a) be formatted to be easily readable on a computer screen and other electronic devices commonly used for that purpose;
~~(xxxi)~~(xxx) include a printer friendly option for those who wish to retain a hard copy of the communication.