Webinar Transcript

What the next generation of NFP boards expect

So welcome, everybody. Welcome to our webinar today titled, What Should the Next Generation of Not for Profit Board Members Expect? Reimagining Governance for a New Area, Era of Leadership. The webinar today is brought to you by our great friends and partners at the Breakthrough Office, and we are privileged to have the senior governance executive, Anna Fitzgibbon, with us today. So welcome to you, Anna.

Thank you.

My name is Sean McDonald, and I shall be your moderator in the background for the next forty odd minutes.

Firstly, thank you for attending today. We always appreciate the effort you make to be here for our live events.

During the session, if you have any questions, which we hope you will do as we go through the presentation, please try and use the Q and A button on your toolbar as against chat. It just enables us to keep a track of all the questions as they're coming through, and we'll try and get through as many questions as we have time for. And finally, if you stay through till the end, which of course we hope you will do, and as is very customary for our webinars here at BoardPro, we have a special treat for you. By answering our really quick one minute survey at the end of the end of the webinar, you'll go into the draw to win one of our beautiful gift hampers worth over four hundred dollars Now for those not too familiar with BoardPro, we are a board software provider.

We serve around thirty thousand users around the globe, and we're represented in about thirty four different countries these days.

We enable organizations to prepare for and run their board meetings more effectively with our clever software, of course, with less time and deliver more impact and value for their organization.

And as much as we are a board software provider, part of our wider mission is to make the fundamentals of governance free and easy to implement for all organizations, but especially those organizations with resource constraints. And one of the ways in which we do this is by providing free access to hundreds of business templates, guides and resources, which you will find, funnily enough, on the resources section of our website.

And these these, webinars are also a great way of accessing great governance knowledge without the time commitment and costs associated with in person events.

So for the next, forty odd minutes, just relax, listen, add to the discussion by asking as many questions as you would like.

A full recording of the webinar along with the slide deck and the transcript, along with other resources will be sent to you tomorrow. In fact, it won't be tomorrow. It'll be on Monday morning.

So without further ado, let me hand over to our team to introduce themselves, starting with Anna. You first.

Hi, everyone. Thank you, Sean, for the introduction.

I am joining you from the breakthrough office, and I am part of the executive team there. I've worked in the not for profit governance space for seven years now, and I'm really passionate, like board pro at making governance accessible and really easy and practical to implement.

It is a privilege to be joining you today from Wurundjeri Land in Melbourne, Naam, and I am so excited to be talking alongside Simon and Adele. Might hand over to Simon now to introduce himself.

Kia ora. Thanks, Anna. My name is Simon Telfer. I've been involved in governance for a few decades now, couple of decades.

I do, three or so main things. I do a lot of board appointment work. So I have placed over, two thirty or so directors into board positions, a lot of them into privately owned businesses. I've also done a lot of coaching done of six or seven hundred individual one on ones with individuals, a lot of them transitioning into their governance career for the first time.

So yeah, and I've also set up, Appoint Better Boards. It's a community of twenty six thousand, individuals primarily in New Zealand that are looking for board positions, so if that's you, you might like to check out appointmentaboards dot co. Nz. Adele.

Thanks, Simon.

Like Anna, I'm on Wurundjeri land, so I feel like if we look outside, we'll have a similar experience of the weather.

So I worked for twenty years in the not for profit sector, leading organizations in, areas of homelessness, refugee, educational disadvantage, before coming into a social enterprise, which is Institute of Community Directors Australia, where I'm the executive director director four years ago.

We deliver leadership and governance training to not for profits around Australia.

We train twenty two thousand people each year, and, we've got resources, policy bank, about two hundred and fifty thousand people download our resources.

So I feel like between the three of us, hopefully, we can demonstrate their passion for making sure that the community sector can thrive.

Thanks, Adele. Simon, Anna, over to you, Anna.

Amazing. I just want to start by saying it is such a privilege to be talking with Simon and Adele today in front of all of you. And today's webinar will be fairly conversational.

But before we do dive in, I do want to acknowledge and pay respect to the traditional owners that we are all joining from today, whether you are in Australia, New Zealand, I think we saw Alaska and America.

So very grateful, for all of you that are joining today. And I would like to just pause and recognize First Nations peoples custodianship over deep time and their connections to lands, waters, and communities.

Being that we are having so many discussions today, I think it's always important to just ground ourselves first, in that conversation.

Now, before we do dive into today's conversation, I would love to learn a little bit more about you. So I think a survey poll will be popping up on your screen shortly.

And I would love to hear what generation you identify with.

Just so that we can get a bit of a gauge of who we are speaking with today.

I am a Gen Z and I am really excited to be talking to you about what the next generation are expecting on board roles, but also how we can support them and really set them up for success.

I did read a really interesting article the other day that we are at a pivotal point in history where for the first time ever, we actually have five generations in the workplace together, which is amazing, exciting, but also very interesting conversation to be having.

I think we should be able to see some of those results on our screen now. So it looks like we do have nearly half of us joining today who are Gen X, followed by, incredible baby boomers and millennials.

And then we do have a few Gen Zters and others.

So thank you so much, everyone, for answering that. That just gives us a really great understanding of who we are speaking with today.

We'd love to keep hearing from you. So if we are talking and you have any questions that pop up or you would like to unpack anything further, please just pop it in the Q and A. We have that open on our screens ready to answer anything as it does come through. And I do really encourage you to be part of the conversation today.

So before we jump into it, I do want to just lay the groundwork around our generational shift that we do have in the governance space.

I do have some different snapshots and key metrics on the screen, that has been provided by Australian Institute of Company Directors. And it is just some recent data around the current board demographics.

But I do just want to pause and note that of all publicly listed companies in Australia, about two percent are on about two percent of our directors, so those companies are under the age of forty five. And I would wager that there are a small percentage of that two percent that are actually under the age of thirty.

So if managed well, this five generational, group of people that we have in the workplace can be a really great opportunity to bring a variety of input insights and experiences to our conversations.

I do recognize that there can be challenges in attracting younger voices to our boards, and we will speak with that a little bit today. But I thought that it might be great, firstly, to just bring Simon into the conversation. You obviously do a lot of board recruitment and are working very closely with many organizations.

Are you noticing that there are particular trends currently in attracting younger board members to join boards?

I think in New Zealand particularly, the observer program, say future director program, I think has really got legs recently. So that was an initiative started by the institute of directors probably maybe seven or eight years ago, and I think it's gone from strength to strength there. So it's probably less that's probably being used as the conduit to get some younger or early career insights around the board table.

I'm seeing less of the mainstream recruitment when people are coming and having that as a prerequisite or one of the competencies or one of the demographics that they're looking for there. So I think that's what I'd say. It's probably sort of adjacent to an observer observer program more so than the the speaker the the the position brief itself.

Thank you, Simon. Adele, I know that you are doing a lot of work in the community space and also have a lot of experience yourself.

In attracting younger board members, do you think that there is great benefit from having those observer roles, or do you think that we should be directly plugging them in in the director positions?

I think that there's no harm in having observer roles. And like Simon, I think that that is really successful in Australia.

A number of, I'm, for context, a mentor, someone who has started up a youth board, that sits next to the board I am actually on, one of the boards I'm actually on. And so a number of those people have been interested in applying for the observership, and I've kind of completed reference forms for them because they are amazing.

I think a benefit of an observership program is that there's less pressure to, contribute, and you can actually see and understand the field without that compulsion to actually, take responsibility or take accountability, on one hand. I think on the other hand, the opportunity for boards to tick that they have included multi generations or diverse voices, because they have that voice coming through the observership program is a bit of a get out of jail free card. It's a bit of an easy, where they don't have to kind of take the risk, but they get the benefits. So I I think there's no harm, but I think that we also need to be very clear when we're talking about who's on our boards that those people are not yet counted.

And I also think that there is a risk that people will be put off. So if the board that they're observing, if the if the meeting is unwieldy, if there's poor you know, if there's interpersonal conflict or if meetings go on too long or I mean, there's a thousand ways, and I can't see everyone's faces, but I absolutely know everyone's nodding and smiling on the call because in the community sector, you know, they're just two of the of the issues that, a recent survey we did of five hundred and seventy five board members. They were two of the biggest and and governance complexity of what makes people step off. So if, people wanna step off before they've stepped on, then we're creating a real risk. So we need to really make sure if we are being observed that we are doing everything possible. Not that that person should wanna join our board, but we're responsible for having that person join any board for their board career in the future.

Absolutely.

I work as a company secretary for many boards, and I am seeing that the trend of setting up those committees or observership programs are becoming more and more common. But I do really agree with you, Adele, that we do have a responsibility with that to provide the education and training so that they can move beyond that point as well. That shouldn't be a stagnant possession. They should be learning and growing and being exposed to different areas within that role so that they can really confidently step into the next phase of being a director.

And I think that it can be really common that when we are setting up these programs, we have the best of intentions, but we haven't necessarily put the resources or the active steps in place to be able to support individuals coming through those programs.

Simon, did you have anything further to add upon that conversation?

I could speak for hours, but let's keep moving, you know, now we've got a few slides to get through.

So Amazing. It's gone.

And then Emma's got a question which will come on to in a couple of slides. Thanks, Emma, for putting your question in the Q and A. We'll come on to that in a moment.

Amazing. Thank you. So jumping into our expectations from emerging leaders. So we will be unpacking these items throughout today's conversation.

But I do want to just first pause and ask what is our goal behind introducing emerging leaders to this space? And similar to what we were talking about on the last slide, what's our intention behind it?

I recently read an article, coincidentally where Adele was being interviewed and you shared this amazing quote, I'm sorry, I'm going to read it so I can do it justice around ensuring everyone who needs to be in the room is there, but no one is there for no reason. And I think that that is a really great place for us to start this conversation from because it is really easy to have younger people join, in observing capacity, in direct to capacity, but really ensuring that we are creating that intention and that we are truly achieving what we are trying to achieve through that position. They themselves should be adding value. They should be bringing their own experiences.

They shouldn't be just that person that is meeting our quotas or perhaps adding the diversity to our board for different reporting pieces.

Adele, apologies for stealing your quote, but did you want to speak to that a bit more? I know that you've done a lot of intentional work in that space through community directors.

Yeah. I have. And I think that Emma's question, to some degree actually is very relevant. So, Emma asked, how do you get younger people even to step through the door?

Once showing an interest, you can work with them, but you need to get them in in the first place.

And I think to to that one, having you need to be having people in the in your community in the first place because people who are, tied to your mission and vision and within your community, it's different in, in a corporate setting to some degree, but you're not gonna have someone on the board necessarily or I wouldn't of a watch, you know, of a of Swatch. Swatch does not have people on the board who don't wear a watch, a wristwatch. Right?

So you're you're not it is unlikely. So in a community setting, you're really picking your board mostly, not exclusively, but from people who are already somehow attached or part of your community. So the first step is making sure that your community itself is attracting, all of the different people and and what diverse means in a different in different organizations means very different things. So I'm really trying to be very vague on that, just to to say that the first step is to make sure look at your community itself and think to yourself, are we actually, attractive for all of the different groups of people that we wanna be?

So that's where your first, work starts. Often when you do want people to step through the door, they say when people are running for, government, like even local council or state, or federal in in Australia, but I believe it's the same. It's just different setup elsewhere that it takes three

times, and often people have to be tapped on the shoulder. So I'd say the same thing for boards that, people don't have to just put up their hand.

You can start building once you've grown your community or pool, you can start building relationships with people who, in the past, people would have set user with grooming. Now we obviously wouldn't use that word, but you're helping people to grow into the place where they wanna be taking accountability for your organization.

And taking accountability for your organization and expression of that, a natural expression of that is to be on the board. So we need to actually be starting backwards, not at the point of how do we just fill that seat.

I think that we're gonna possibly be talking about mentoring, later. So I don't kind of wanna answer your question there even though my natural inclination is to go there.

But I did speak about in in that survey, a lot of people say they feel very comfortable voicing a dissenting voice. I think that, again, culture for me is everything. So, even getting people through the door, which I've talked to, once they're actually arriving, what are they observing? So it's not what you tell people that they'll get from this experience.

Anyone who's a parent here knows that you can give instructions till you're blue in the face, but actually what you do is what matters. So how are they interpreting how everyone is heard? How are they interpreting how you navigate difference?

We say that we want diverse boards because the best decisions are made by having, as I've said, you know, as as Anna's seen, having the right people in the room. But the other side of having the right people in the room is you're gonna disagree with each other. So you have to have diverse peep you have to have the difference, and you have to have the disagreement. So at that point, when you're having new people join from whatever generation or whatever background or experience, how are they experiencing how you're managing that and how you're coming to agreement? How are they experiencing your respect for people's privacy, which goes back to board pro and how you navigate the documentation.

So all of the different things you believe in, you should be telling them that in a good induction, but actually more important is how are they experiencing you as a board.

Absolutely. And I think it is also a really good point around what we are looking for in a board member.

When we are having this discussion, I know that quite often we go back to more age diversity and experience levels into these discussions, but also looking at that younger person's experience in and of itself. Whether you do have a bit of a gap currently in the marketing space or governance, and going to those different networks to then recruit. And that may look like attending different networking events. It may look like engaging with some incredible board recruiters.

It may look like joining different mentorship programs. There's lots of different pathways that we can go down.

But I would really encourage you to look at what your current skill matrix is amongst your board members and look to see what potential gaps are so that we can have those differing opinions and voices.

I think that the recruitment conversation does lead really well into our onboarding discussion, and thank you so much, Sean, for preempting that.

But this is just a really practical point of our conversation to say, okay, we have a new person that we've potentially engaged with, whether that be through networking, mentorship programs, different post grad study networks.

What do we then do beyond that point? And I think that we do need to look at onboarding at the board level similar to how we look at onboarding at a staffing level. Because quite often we have a new director join, we set them up with access to whatever board governance system you use, and then they just join the first meeting. But are we actually setting them up for success if we're not implementing different onboarding steps along the way?

Practically through different board buddy systems, through mentorship, which we will unpack in a moment's time, and through including values driven onboarding.

Driven onboarding, I'm talking about how can we induct them to the culture of your organization, to how your board interact with one another and communicate with one another, to understanding how you as an organization define success. And I think it's really essential that we do have a comprehensive onboarding solution built out, whether that be through BoardPro or another system to really streamline that and make it an effective experience.

Simon, I know that you are on the recruitment side quite often, but I'm sure that you have seen this done well and not so well. Do you have any, tips for us on how we can set ourselves up for success in this space?

I think most organizations recruit people with the absolute intention and the best of will to to onboard, but it really gets carried out particularly well.

I think some of the reasons for that is trying to onboard too quickly and not looking at it as a longer gestation period like a six or a nine or a twelve month sort of sort of saying I've got to get them inducted in the first three weeks and and then it just becomes too intense and and once the three weeks is over you think job done. So my suggestion would be to stage it over a longer period of time.

The second thing around onboarding is someone having to be accountable for that, sometimes it slips through the gap, so is it the chair's role to ensure that or is it delegated to the head of people and culture committee whatever, so I think there's got to be one person in on the board that really owns that. It's got to sort of be owned two ways as well because there is an

expectation from the individual that's being placed that they they get that as well. So I and look, the third thing is you can read all the policy documents and all the background board papers and everything else like that.

I think that's quite functional. I do think it is that that cultural onboarding, as in how do we understand how this organization works, its values, how people treat each other, and that that just the only way of doing that is to ensure that people spend a lot of time with other people. Mhmm. And that's obviously throughout the organization.

So a strong people to people component leads to a really good onboarding, and it's not just all about the mechanics and the functional documentation.

Absolutely. I think that the people element is so essential, and it is really easy to minimize or overlook that when you are setting up your onboarding plan. I've seen this space done really well, particularly in the succession planning area. So looking at perhaps we have a phenomenal treasurer that may be off boarding in the next couple years. So bringing on a younger director with that financial background and being able to set them up as a buddy system so that we can have that knowledge and experience transfer while also onboarding them effectively.

And I've seen, that a really great mechanism for succession planning as well. Adele, did you want to speak further to the onboarding experience?

Only to say that in our survey, more than a quarter of people talked about that their induction was not sufficient.

So just to be aware that if you're finding a recycling problem in terms of board members joining and then leaving after two or three years, then it might be worth reviewing how you're actually inducting them. And I agree with Simon that I think an induction by handing over a board pack is not acceptable, if you want people to stay in the long run and to invest in people properly and have that really thought out, and and to be inducting culture as well as, some basic policies.

And, also, it can really damage the executives, like, as in the, the operational side. So if people are not inducted properly onto a board, they can very easily overstep their mark and misinterpret actually what their job is and make life really difficult. Like, actually, they can cause damage to the organization rather than being neutral. Like, so maybe it's a problem if they're not adding.

But if they're actually causing damage, then, really, you you need to be working on the board. Again, we had a question about who should be doing that. And even though in organizations where the ED or the CEO has been there a very long time, it can be very tempting, I think, to leave it to them because they know the organization best. And I'd really flag I think that they should build a close relationship with every new board member.

But, really, I think that the the chair and the secretary and the treasurer need to really understand whoever is on your senior team in your board need to really discuss together who, I

agree with Simon, of who is accountable for making sure it's done properly. And whoever that is really needs to be a board member.

Yeah. Absolutely.

As we do move to the next slide and talking more about our mentorship, I do just want to answer Emma's question around the different ways that younger people absorb information.

And I do think, that in my experience, I have seen that onboarding is being more tech driven and streamlined through that, and that we can really automate a lot of that initial data collection, data sharing.

Lot of the onboarding process with technology. We can streamline a lot of the getting them up to speed with technology, but ensuring that we are still connecting with them and building that relationship to set them up for long term success and engagement.

Jumping into our mentorship jumping into our mentorship discussion, and I think this is so essential whenever we are talking about bringing new individuals onto our board, but also younger individuals.

Now I do just want to pause and just flag with everyone that when I talk about mentorship, it is a two way street. I think that it's amazing setting people up that have more experience to come alongside our younger directors and be able to guide them in the governance matters and how to be a good director and different pieces that they need to be across and contribute to. Why not.

We'll bring a why not. We'll bring a lot of value and additional conversations to your board discussions as well. I've been really privileged to be part of some phenomenal mentorship programs and experiences. And I find that being able to have someone that is really open to coming alongside me, giving me advice and being so generous to do so.

But also just hearing me out in my questions and encouraging those questions as well has been really great from my point of view.

Mentorship experience both as a mentor and mentee, and I would love to hear how you've seen this done well.

So there's really got to be a natural connection and affinity between the mentor and mentee. I've what I've seen sometimes is that when it works well there is there is a natural warmth and connection and I think that really really helps as opposed to you might say objectively you know this person would work really well with this. So I think just looking at the individual characteristics, you could say, look, it's great to learn from someone who's completely different, but in a mentoring relationship, I think when there's warmth there and there's connection, it tends to work well.

I are often, and this is segueing slightly, but I often know that people that are looking for board positions sort of rely on mentors to help get them board positions, and I do often differentiate between a mentor is sometimes someone who helps you grow your governance knowledge, it helps you navigate challenges that might be held on a board. You know, a lot of that is the sort of the functional side of being a board member.

Sometimes your mentors aren't that well connected or aren't that outgoing, and it's your influencer network or those that are champions for you that might actually be really good at opening doors and helping you get board roles, but aren't actually very good mentors. They're not great at necessarily listening or they don't have the patience there. So just one other observation I have is that, you know, just make sure your mentors and your connectors are not necessarily the the same people.

I've seen so the last thing in the mentorship, you know, a lot of people come to me and say, look, I'd love to get a mentor.

And, yes, there are formal programs that are out there, but they're not in New Zealand, they're not actually, there's not that many formal programs, and it is relying on someone in your own network to to become a mentor. I know that's different when you are inducted onto an organization and typically there is a buddy or mentor for another board member and that works well, but sometimes people are aspiring to get onto boards looking for some mentorship around there, as opposed to that mentorship as part of an induction program. Hope that made sense, Anna.

No. That made complete sense. Thank you so much, Simon. Adele, it might flick to you. Did you have anything further to add?

Yeah. I feel like we're very well matched, Simon and I, in terms of I think Simon was talking a lot about the external to the organization and helping you get onto, like, a kind of a governance mentor.

And I completely agree that that the person with the skills as a mentor and the person with the skills as a connector is, often not the same person. You need to have your kind of mini board around you, really, of people who have different skills, who can help you.

In terms of mentoring within a board, I feel like I'd like to give a short example from myself.

A board that I joined maybe eight years ago, I joined it. I was asked to join, so to my point before I was tapped on the shoulder.

And I was asked to join because I was a woman, and, a woman was stepping off. There were gonna be no women on the board.

My, my politics is progressive, and I and and my age. So, at that point, I was under forty. So, the board had been, like, predominantly not those three things.

So I found myself a token on three different kind of categories.

And what happened is that I I joined the board, and at the first board meeting, I didn't actually know what was going on. I didn't understand the acronyms. So I had read the constitution. I had the induction stuff, not using BoardPro, so fairly chaotic and quite terrible.

But, I had it. But I didn't know any of the app. No one was using the words in the papers that I had been given. So there was a lot of assumed knowledge.

They also had, opinions based on histories with different organizations.

So I wasn't aware of that and in addition the pressure of every conversation that that happened of thinking what would what does every young person have to say about this? What does every woman have to say about this? And what does everyone with progressive families have to say about this? By the time I had concluded as I am I felt the ambassador of those three entire populations of the whole of Australia when I came to my UN conclusion the conversation had skipped to the next agenda item.

So after three such successful meetings where all I said was hello upon entering and goodbye when I left because I'm very, polite if nothing else, the president who had initially tapped me on the shoulder and invited me to join called and said, what is going on? I asked you to come because I wanted to hear your voice, and I haven't heard it in three months. And I said, well, actually, I don't know the acronyms. I don't know the history, and I have to represent pretty much three quarters of Australia for different purposes.

So it's quite difficult, and I'm slow. And he said, you're not here to represent all of those different tokens. You are those different tokens, but you're here on the board to represent yourself.

We want yourself responding to each of the agenda items. And he said, in addition, meet with, the CEO at the time, had had been a member of the board. And, she will meet with you before every board meeting, and she will tell you the acronyms and the history behind each agenda and for as long as you need that. I actually only needed it for three months to tidy up that knowledge. And within that time, I like, I'm now you know, I've been on that I'm still on that board. And, it's been so important that learning I talk about that learning so often at work because it does take someone in terms of mentorship, it does sometimes it's not gonna be offered, and it does take someone to actually give permission as to why you're there and to match you up so that you don't necessarily know that that's what you need, and that you need to say the mentor, this is what I need from you.

And now the part of the role of mentor I play for others that join is I make sure that I pause. Conversations on boards can move very quickly. And because there's so much as you know, so what I do is I pause the conversation, not because I wanna contribute. I don't.

I want that person, I mentor, to contribute. So I pause, and I say, Anna, do you have anything to say about this topic? And just that pause and that space so that they don't have to dive in and try and elbow their way in. It gives them enough space to either say, no.

I actually don't or to think, oh, as it happens, I do.

And I feel like that is one of the gifts that mentors it doesn't come in mentor training, Absolutely.

And I love that story for so many reasons, Adele. But I think it is also just a really good reminder for all of us on this webinar, particularly looking at that demographic range at the beginning of the meeting, to look for those people on our boards that we can do that check-in with, even if we don't have the formal title of mentor to see perhaps why they aren't contributing or if there is anything that we can do to support them. And I really love also that they did provide that opportunity for you to have that one on one training to be able to give you the confidence to speak up and step into that position as well.

Just before I jump into the ESG reporting conversation, I did see a question come through about whether there are different approaches for this when it is for a for profit board versus a not for profit board. And I do just want to flag a metric that I did see that seventy nine percent of millennials are seeking out mentorship opportunities currently. And I think that that is really important for us to all be aware of whatever organization you are part of, that when we are engaging with younger directors, they are actually wanting those programs or those initiatives. So please, like Adele shared, ask those questions, see how we can support them and engage with them so that they engage back.

Now, before I jump into ESD reporting, I know that this can be a little bit of a topical discussion when we are discussing ESG reporting.

But in order to best serve and support the next generation in these discussions, we need to ensure that we are actually preserving the generation.

I saw that eighty eight percent of consumers in Australia are starting to care about what organizations are doing in the environmental, social and governance space.

And as organizations, we do have responsibilities to the consumers because ultimately they are the ones that are buying our services, buying our goods. So it's really important that we are addressing this concern.

Now in Australia, we do have some new governance standards that are being brought into this space as well. So just being aware that we do have some new reporting, that you may need to be across depending your organization size.

When we are talking about ESG reporting, I think for today's discussion, we are going to discuss a little bit more on the social and governance side as it does link really well into our conversation that we've been having around people matters, engaging with people matters, having relationship matters, but also ensuring that in our leadership we are being transparent, we are being accountable, we are seeking that diversity of discussions and inputs.

Adele, I know that you have done a lot of work with different surveys in this space and reporting. Have you seen this new wave of ESG reporting taking off amongst our boards?

I think you're absolutely right that the, in Australia, ESG is compulsory for some and not for others. And I think that you named that despite it not being compulsory, consumers are wanting it, and that's something completely different.

I think it's hard because it balances in the community sector at least, they're doing the social. Right? They might need to be working actually on the governance, where in the corporate sector, maybe they've got the governance, maybe they don't, but they might need to work on the environmental and the social. I think in the community sector, it needs to be balanced with the the heavy weight of compliance.

So we where I work, we work on a best practice basis rather than a compliance basis. That's really important to our ethics, and ESG falls into that for many organizations' best practice rather than compliance at the moment, at least the people that we're working with. So I think it's very important to listen to the consumers and to understand what the values are, like what they are wanting from your organization.

Equally, to not get caught up too much in the complexity of compliance where you don't have to and to be able to think about how you can report to your consumers in the way that they understand and in the way that works best and doesn't create a heavy weight on your board and on your leadership team of your organization.

Absolutely.

And equally important is also on the technology side, and I know we spoke about this a little bit earlier as well.

I think we may be having another poll pop up if you do want to answer that on your screen.

But we are seeing from a recent KPMG survey that seventy percent of board members fill their boards lack in the tech space in some areas. So I would love to hear from you about what features you are valuing the most, and you can select multiple if you would like.

But I read a really interesting article in this space just around every board meeting a tech expert And in an ever increasing technologically driven world, similar to how we have our treasurers, how we have our HR experts, how we have our dedicated positions for key areas of the organization.

We are seeing that the tech space is needing more and more expertise and more and more input into these discussions.

So I do just want to highlight that as part of this discussion. If you are perhaps reviewing your skills matrix and looking at some gaps that you may have across your board, The tech side is also a really important side to include in your skills matrix. And it's also a really great way to link in with some younger directors, and to gain experience from their insights and skills in this space. Now just for timing, I am going to switch across to our next slide and we are going to end

today's webinar. We're just putting it back to you. What's your next move in this space? What's your first step to be able to future proof your board?

We have spoken a lot today about some really great insights, and I'm so grateful to have Simon and Adele as part of the conversation today.

And I myself have learned so much from this conversation, but as always, this is just the start. We want you to be able to take some of these points we've discussed, some of the different ideas, even some of the questions we've had in the chat that have been so insightful and take those conversations back to your board, take it back to your executive team first step to future proof your board and to really raise up our next generation of leaders to succeed in this space.

Now I am going to click to our final slide in our final minute. So we do have, thirty percent off a governance health check for anyone that is interested.

Please feel free to reach out to me post this webinar.

And we do also have some different resources that are available, if you are interested. But I might hand back over to Sean Nara to close out today. Thank you all.

Thanks, Anna. Perfectly on time.

So please feel free to connect with our presenters on LinkedIn, everybody. I'm sure they'll look forward to your connection. If you'd like to be put in touch with Anna from the Breakthrough office, please indicate your interest on the survey at the end of the webinar as you exit.

So thanks Anna for a great discussion today.

Really awesome. You shall everybody receive an email from me. I'll try and get it for you tomorrow. This will include a video copy from the webinar along with the presentation slide deck and the transcript.

So as you leave the webinar, don't forget forget to complete our one minute survey. Go into the draw for our beautiful gift hamper. We'll announce the winner for that or I'll announce the winner for that tomorrow.

So thank you everybody for attending.

I hope you enjoyed the session today with Anna, Simon, and Adele. Adele.

Thank you all for coming along. Really appreciate it. I look forward to seeing you at our next webinar, everybody. Have a great day.