



Jennifer Robertson

Managing Director

"[we] recently used Board Matters to complete a board evaluation to assist the Company as it progressed its project developments. We found the whole process beneficial and thorough. The results have led to constructive discussion at board level to support how we can enhance our governance performance going forward with a strategy meeting scheduled for next week."

David K Barwick, Chairman

After more than ten years in private legal practice, Jennifer made the strategic career move to become a corporate governance consultant at Board Matters. Throughout her private practice career, Jennifer had been sitting on boards of a number of organisations. Accordingly, she undertook business studies at QUT, during which time Jennifer decided to make the leap into the world of corporate governance consulting.

Today, with thirteen years' experience at Board Matters, Jennifer is one of Board Matters' longest serving consultants and a practicing lawyer, all whilst maintaining several company director roles. These roles include Deputy Chair of the Queensland Building and Construction Commission, Brisbane Marine Pilots and is Queensland Fire Emergency Services' first independent member on its Board of Management.

Current Positions

- Consultant of Board Matters Pty Ltd, since 2006 and Managing Director from January 2019
- Various directorships (listed on page 2)
- Facilitator for Australian Institute of Company Directors for the Company Director Course
- Ministerial appointment as Deputy Chair of Building Industry Fairness Implementation and Evaluation Review Panel

Relevant Experience

Prior to her role at Board Matters, Jennifer was a Senior Associate with Corrs Chambers Westgarth. After more than ten years in private practice, Jennifer made the strategic career move to become a consultant at Board Matters. She has a Graduate Certificate in Business and a Bachelor of Laws from QUT and in 2015 was awarded a Certificate in the Foundations of NeuroLeadership with Distinction. Since 1996, Jennifer has been a director or member on many boards and governing bodies, as reflected in this curriculum vitae. She possesses a deep practical and theoretical understanding of corporate governance and believes that the true purpose of corporate governance is to harness a board's collective energy, skills and wisdom to drive a dynamic organisation for the ultimate creation of value for stakeholders, whether in the form of shareholder returns or optimised delivery of mission and services.

Consulting Focus

Delivery of specialist governance services for organisations and businesses of every size comprising:

- Preparation and presentation of board performance evaluations and assessments including facilitating discussions from board performance evaluations;

Qualifications

Completed Mastering the Boardroom course, Australian Institute of Company Directors, 2011

Graduate, Company Directors Course, Australian Institute of Company Directors, 2009

Graduate Certificate in Business, QUT, 2006

Awarded prize for highest mark in non-profit governance and non-profit economics.

Bachelor of Laws, QUT, 1994

Masters of Business, QUT, 1 subject only Quantitative Research Analysis, commenced/completed 2009 with Distinction

Certificate in the Foundations of NeuroLeadership, NeuroLeadership Institute, 2015 (Distinction)

- Preparation and presentation of facilitated strategy planning workshops;
- Expert evidence in relation to company director actions initiated by ASIC;
- Conduct of governance reviews including analysing and evaluating governance documentation such as constitutions, by-laws, and policies for a full assessment of adequacy, in order to provide clients with advice on these documents in the context of not-for-profit and for-profit environments;
- Trouble shooting for organisations in crisis;
- Conduct of complex structural reviews for federated organisations;
- Providing advice and assistance to organisations on achieving board independence, restructuring options, including consequential amendments to constitutions and by-laws and drafting resulting governance policy;
- Development of governance policy and processes and drafting governance documentation including by-laws, AGM documentation, board policies, board procedures and governance manuals.

Current Board Roles

- Deputy Chair, Brisbane Marine Pilots Pty Ltd, Queensland Marine Holdings Pty Ltd, Empilot Pty Ltd
- Expert Member, Work, Health and Safety Queensland
- Independent Member Board of Management, Queensland Fire & Emergency Services
- Director, Queensland Independent School Block Grant Authority Limited
- Advisory Board Member, Australian Centre of Philanthropy and Nonprofit Studies (**ACPNS**), QUT

Past Board Roles

- Deputy Chair, Queensland Building and Construction Commission (2014-2019)
- Chair, Brisbane WNBL Limited (Brisbane Sting) (2016-2019)
- Chair, Defence Reserves Support Council Queensland (2017-2019)
- Deputy Chair, Building Industry Fairness Implementation and Evaluation Panel (2018-2019)
- Director, Asthma Australia Inc, Chair of Finance, Audit & Risk Management Committee (2011-2017)
- K+P Foundation, established under the National Trust, Western Australia (2013-2017)
- Committee Member, Learning Potential Fund Committee, QUT (2014-2017)
- President, QUT Alumni Board (2012-2016) previously Alumni Board member (2008 – 2012)
- Council Member, QUT Council (2012-2016)
- Director, Inala Primary Care Limited (2014-2016)
- Director, Arbonne Charitable Foundation Limited (2012-2016)
- Director, MAP Funds Management Limited (2009 – 2014)
- Director, MAP Financial Planning Pty Ltd (former Joint Venture with Heritage Building Society) (2009 – 2014 (Chair from 2011 – 2014))
- Committee Member, Nominations Committee, QT Mutual Bank (2011 - 2012)
- Chair, Board Working Group, Royal Flying Doctor Service (Qld Branch) (2011)
- Chair, Nominations Committee, Queensland Professional Credit Union (2010)
- President (formerly company secretary), Noah's Ark Resource Centre (Qld) Inc (2007-2010)
- President, Alumni Chapter of ACPNS, QUT (2005-2009)
- Chair, Future Directions Committee, Property Council of Australia (2001-2005)
- Committee Member, Future Directions Committee, Property Council of Australia (1998-2001)
- Committee Member, Membership Committee, Property Council of Australia (1999-2000)
- Committee Member, Queensland Articled Clerks Association (now Queensland Young Lawyers) (1996-1997)

Other Memberships and Appointments

- Fellow, Australian Institute of Company Directors and Governance Institute of Australia
- Sessional Lecturer, Queensland University of Technology (through the ACPNS) GSN485: Legal Issues for Philanthropic and Nonprofit Organisations (2010-2012) and (2017-2019)
- Course Director, Chartered Secretaries Australia Graduate Diploma in Applied Corporate Governance, (2007-2009)
- Member, Queensland Law Society and Queensland Art Gallery