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."

David K Barwick, Chair

Short Profile

After more than ten years in private legal practice, Jennifer made the strategic career move to become a corporate governance consultant at Board Matters. She undertook business studies at QUT, during which time Jennifer decided to make the leap into the world of corporate governance consulting.

Today, with over 20 years' experience at Board Matters, Jennifer is Board Matters' Managing Director and a practicing lawyer, all whilst maintaining several company director roles. These roles have notably included Deputy Chair of the Queensland Building and Construction Commission, Expert Member on the Work Health and Safety Board, and the Queensland Fire Emergency Services' first independent member on its Board of Management. She is also the only person in the Southern Hemisphere appointed to Nasdaq's Center for Board Excellence Insights Council.

Current Positions

- Advisor 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 since 2008 for the Company Directors Course

Qualifications

Fellow, Governance Institute of Australia Australian Institute of Company Directors

Certificate in Essentials of Engagement, IAP2 Australasia, 2024

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

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

Relevant Experience

Jennifer possesses a deep practical and theoretical understanding of corporate governance. During her time at Board Matters she has led the following successful advisory briefs:

- A governance review with the Australian Dental Association (**ADA**) throughout 2023. We worked closely with the ADA Federal Council and CEO to uplift the governance structures through various key stakeholder consultations and presentations. We then offered the 16,000 strong membership a modernised governance and legal structure as well as a new constitution. This review was successful at the ADA AGM held late last month and was the most significant governance change for the ADA in the last 50 years. This engagement's success relied heavily on our expertise and experience and we were thrilled to see this acknowledged in the (then) President's LinkedIn post <here>.
- Throughout 2021-2022, we assisted Cattle Council Australia transition its structure, supporting the $10B grass-fed cattle industry, from a federated structure strongly governed and influenced by State Farming Organisations (SFOs) to a new entity (**Cattle Australia**). The newly developed structure feature a skills-based board, individual levy payers could vote and have influence within their peak cattle industry body, whilst maintaining the expertise of the SFOs with some influence and advisory capabilities.
- Board Matters was engaged by **RSL (Queensland Branch)** to modernise its constitution from an outdated document that was decades old to one which was closer to representing modern good governance practice. This involved a year-long campaign with stakeholder engagement covering over 130 Sub-Branches, which culminated in a special general meeting where the new constitution, drafted by Board Matters, was passed. This is the one and only time in the last decade that a significant constitutional change for RSL (Queensland) was passed by the voting members at the first general meeting at which the members had the opportunity to vote.

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;
- Conduct of complex structural reviews for federated organisations;
- 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;
- 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

- Chair, **Harwell Home Care**
- Advisory Council Member, **Nasdaq Center for Board Excellence Insights Council**
- Advisory Board Member, **Australian Centre of Philanthropy and Nonprofit Studies (ACPNS) QUT**

Past Board Roles

- Director, Queensland Independent School Block Grant Authority Limited (2009-2025)
- Non-Executive Director, Premise Holding Pty Ltd (2023-2025)
- Independent Member Board of Management, Queensland Fire & Emergency Services (2019-2024)
- Deputy Chair, Brisbane Marine Pilots Pty Ltd and subsidiary entities (2016-2021)
- Expert Member, Work, Health and Safety Queensland (2017-2020)
- Ministerial appointment as Deputy Chair of Building Industry Fairness Implementation and Evaluation Review Panel (2018-2019)
- 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, Alumni Chapter of ACPNS, QUT (2005-2009)

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); and AYN571: Third Sector Governance and Legal Issues (2024)
- Course Director, Chartered Secretaries Australia Graduate Diploma in Applied Corporate Governance, (2007-2009)
- Member, Queensland Law Society and Queensland Art Gallery