



THE AUSTRALIAN DIRECTORS PROGRAM

Australian Institute of
Company Directors

Australian
Super



The Australian Directors Program

A program designed exclusively for recently appointed Non-Executive Directors (NEDs) of S&P/ASX 200 companies, delivered in partnership by Melbourne Business School (MBS), the Australian Institute of Company Directors (AICD) and AustralianSuper.

This unique program equips NEDs with the skills, insights, and peer networks needed to lead with confidence, awareness, and impact in today's dynamic business environment.

Directors of Australia's listed companies are facing complex challenges, navigating economic and global uncertainties, managing technological disruptions like AI and cybersecurity, ensuring corporate governance and ethics, developing and overseeing effective strategies, and addressing climate change and sustainability pressures. Increasingly, boards are under pressure to respond effectively to these uncertainties while creating value for their stakeholders.

The Australian Directors Program is designed to equip NEDs, particularly those appointed to the boards of S&P/ASX 200 companies, to meet these challenges. Participants engage directly with leading Australian and global governance experts through immersive, practice based modules.

Learning is anchored in ten bespoke Australian boardroom case studies, each drawn from real governance challenges and often presented by directors who were in the boardroom at the time. This approach connects lived experience with documented accounts of the issues and the academic frameworks that underpin them, creating a confidential setting for genuine peer-to-peer reflection and discussion under the Chatham House Rule.

Who Should Attend?

ASX Non-Executive Directors

This is an exclusive program for a select cohort of Non-Executive Directors from S&P/ASX 200 companies, with a focus on those who have recently been appointed or seek to elevate their skills.

Key Takeaways

- Identifying the duties and responsibilities of an ASX director.
- Understanding the director's role in formulating and monitoring strategy, and identifying and assessing opportunity and risk.
- Gaining insights from leading directors on strategies for growth and value creation, the allocation of capital, and business turnarounds and transformations.
- Developing deeper insight into key emerging risks - including climate, cybersecurity, and AI - and the governance responsibilities of directors through real-life case studies.
- Receiving practical guidance for members of audit, remuneration, risk, sustainability and nomination committees.
- Understanding the role of directors in setting, and providing oversight of, corporate culture as well as dealing with executive performance and succession planning.
- Gaining relevant advice from directors with real lived experience, for leading during mergers and acquisitions, crises, and shareholder activism.

“Being a director is about judgment, leadership and having the courage to ask the hard questions. This program is designed to stretch you, support you, and set you up to thrive in the boardroom.”

PROFESSOR JENNY GEORGE

Dean and Director,
Melbourne Business School



The Learning Experience

You can expect it to be interactive and experiential.

Participants work through bespoke Australian case studies, engage in small-group simulations, hear from experienced guest speakers offering insider insights, and share insights in confidential peer settings. Each session deepens insights into leadership, strategy and change while reinforcing practical governance skills.



Bespoke written case studies many presented in-person by directors who had direct involvement, offer practical, real-world insights that help translate the latest management theory into applicable boardroom skills.



Experiential learning that deepens participants' insights into leadership, strategy and change, and provides practical opportunities to reinforce new learning. Experienced guest speakers offering insider perspectives on their successes and experiences in real-world crises.



Peer-learning groups that facilitate knowledge sharing, collaboration and feedback to ensure participants have a powerful and personal experience. An opportunity to build a valuable peer network, supported by ongoing alumni forums that foster continuous exchange and collaboration.

Topics Covered



Governance and Risk

The current corporate environment, director responsibilities and their effectiveness, risk management and cyber risk.



Sustainable Value Creation

Sustainability, strategy and value creation, capital allocation and markets, managing community expectations, overseeing business transformations and expansions, dealing with regulators and government.



Future-Focused Board

Overseeing M&A, shareholder and stakeholder activism, climate reporting and strategy, succession management, crisis management and AI.



3 × 2-day Modules
spaced across a 3-week period



**200 Leicester Street
Carlton VIC 3053
Australia**

This is a residential program where participants stay on campus and participate in workshop activities after hours. The program fee covers all tuition, course materials, meals and accommodation.

Please refer to our website for the latest program fees and dates.



Program Director

Tim has over 40 years' experience in corporate law and governance, advising many of Australia's top corporations - including a majority in the S&P/ASX 50 - as well as the Federal and various state governments.

He served on the ASX Corporate Governance Council, representing the Law Council of Australia, and was an adjunct law faculty member at the University of Sydney for 18 years.

Tim is currently a non-executive director of Amplitude Energy Limited (ASX: AEL) and Perpetual Equity Investment Company Limited (ASX: PIC) and sits on the board of the National Portrait Gallery of Australia Foundation.

Tim initiated the Directors' Colloquium, a program for senior non-executive directors, that ran from 2019-2022 at the Australian Graduate School of Management.

TIM BEDNALL

Program Director, The Australian Directors Program
Lead Partner for Corporate Governance, King & Wood Mallesons

Program Leadership

Together, Jenny, Ken and Tim lead a distinguished team of MBS faculty members and experienced ASX directors, delivering academic rigour and real-world board insights across scheduled sessions. The panel of facilitators and speakers is tailored for each program cohort.

Program Presenters



Christine O'Reilly
Director of BHP Group Limited



Colin Carter AM
Senior Advisor, The Boston Consulting Group



Wesley Walden
Managing Partner, Australia and New Zealand, McKinsey



Pamela Hanrahan
Consultant, Johnson Winter Slattery



Stephen Miles
Founder & CEO, TMG (USA)



Christian Gergis
Head of Policy, AICD



“Boards today face a wide range of complex issues, from geopolitics to AI to climate risk. What’s exciting about this program is how we cut through the noise, give you practical experience and insight, and bring together peers who know exactly what you’re dealing with.”

KEN MACKENZIE
Chair, Melbourne Business School

Case Studies

Topic:
How Boards Manage Cyber Risk

Speaker: Michael Wilkins AO
Chair, QBE Insurance Group Limited and Chair, Medibank Private Limited

Topic:
Crisis Management

Speaker: Warwick Negus
Chair and Independent Director, Dexus Funds Management Limited

Topic:
Crisis Management: Shareholder

Speaker: Meredith Hellicar
Mentor at CMI Merryck

Dinner Speakers

Topic:
Turning Around CBA

Speaker: Catherine Livingstone AC
Chancellor, University of Technology Sydney

Topic:
Community Expectations and Social Issues

Speaker: Will Harvey
Professor of Leadership, MBS

Topic:
What Drives Investors

Speaker: Shaun Manuell
Head of Australian Equities, AustralianSuper

Agenda

	Module 1		Module 2		Module 3		
Pre-Program	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Post-Program
	The Current Environment for Non-Executive Directors – a Panel Discussion	Directors Duties: Fundamentals	Sustainability	Transformation	M&A	Succession Planning	Alumni networking events
Self-paced reflection activities and reading written case studies	Director Responsibilities: Foundation	Board Effectiveness and the Role of the Chair	Strategy and Value Creation	Turnarounds and International Expansion	Emerging Issues: Shareholder and Stakeholder Activism	Crisis Management: Overseas Operations	
Welcome Dinner	Director Responsibilities: Executive Remuneration and Performance	Directors Duties: Risk Management	Capital Allocation and Capital Markets	Regulators and Government	Climate Reporting: Directors Obligations	Emerging Issues: Artificial Intelligence	
	Case Study presentation	Case Study presentation	Case Study presentation	Case Study presentation	Climate change	Program Closing Reflection and Remarks	
	Dinner with guest speaker		Dinner with guest speaker		Dinner with guest speaker		



About our Partners

True impact comes through collaboration. Partnering with the Australian Institute of Company Directors and AustralianSuper ensures the program addresses the most relevant issues facing modern ASX boards and supports us in reaching the directors who can make the greatest difference.

Australian Institute of Company Directors

The Australian Institute of Company Directors (AICD) is the most trusted voice of governance in Australia. With a mission to strengthen society through world-class governance, AICD is home to the largest governance community in the world. They recognise this program as a unique opportunity to strengthen the capability of ASX directors, many of whom are its members. By investing in director education at this level, AICD is raising the bar for governance across the country.

Australian Super

With more than 3.6 million members and \$400 billion in member assets under management (as at 30 September 2025), AustralianSuper is Australia's largest superannuation fund. The Fund has close to \$100 billion invested in ASX-listed companies on behalf of members and is committed to helping members achieve their best financial position in retirement. AustralianSuper supports and recognises the value of a program that is specifically designed to help directors of S&P/ASX 200 companies improve the proficiency, skills and governance of Australian boards to drive long-term value creation.

PROGRAM ENQUIRIES:



Kavita Adhikari

Short Courses,
Executive Education

FOR INDIVIDUALS

Please contact Kavita via programs@mbs.edu, or **+61 434 711 414**, for more information about this program.

CAMPUS LOCATIONS:

HEAD OFFICE

CARLTON

200 Leicester Street
Carlton VIC 3053
Australia

KUALA LUMPUR

Colony @ Eco City
1503, Boutique
Office 1, KL Eco
City, 59200 Kuala
Lumpur, Malaysia

JAKARTA

South Quarter Building,
Tower C, Level 10,
Jl. RA. Kartini Kav. 8,
Cilandak, Jakarta 12430

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