

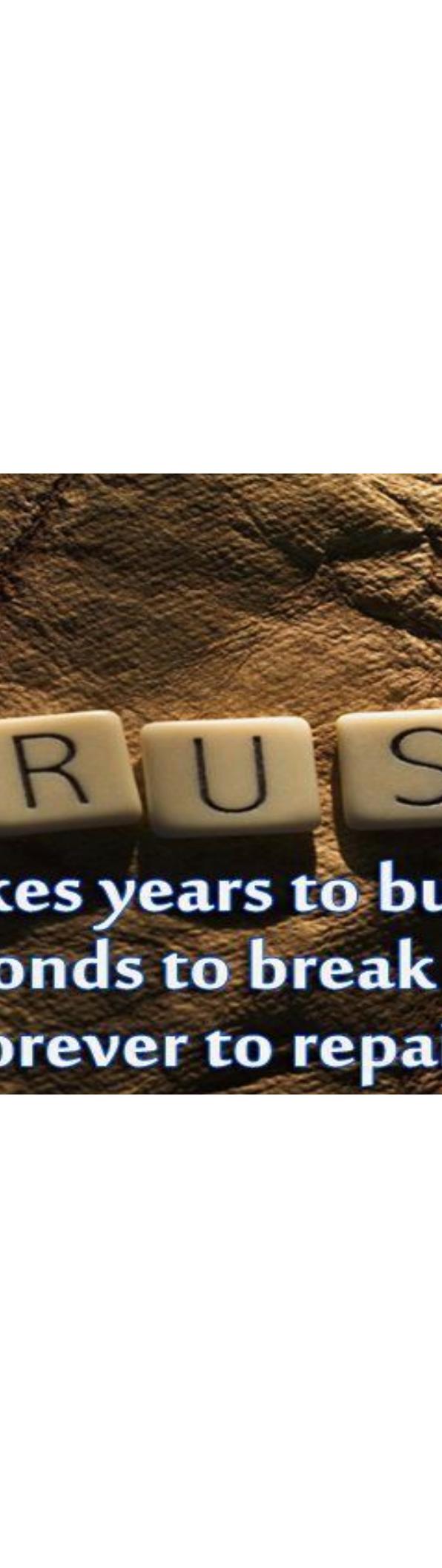
# Trust, Social Licence and the Governance Professional

Better Boards Conference — August 2019

**Megan Motto**

Chief Executive, Governance Institute of Australia



The image features five white, rectangular letter tiles arranged in a horizontal line on a dark, textured, and cracked rock surface. Each tile has a single black letter on it, spelling out the word 'TRUST'. The tiles are slightly raised from the surface, casting soft shadows. The background is a close-up of the rock, showing its rough, uneven texture and several deep, irregular cracks.

T R U S T

**Takes years to build,  
seconds to break and  
forever to repair.**

# Ethics Index 2018 findings

<https://youtu.be/LPmyRlydnOs>

**The top  
ETHICAL ISSUE  
within THIS sector  
continues to be**







Can we?

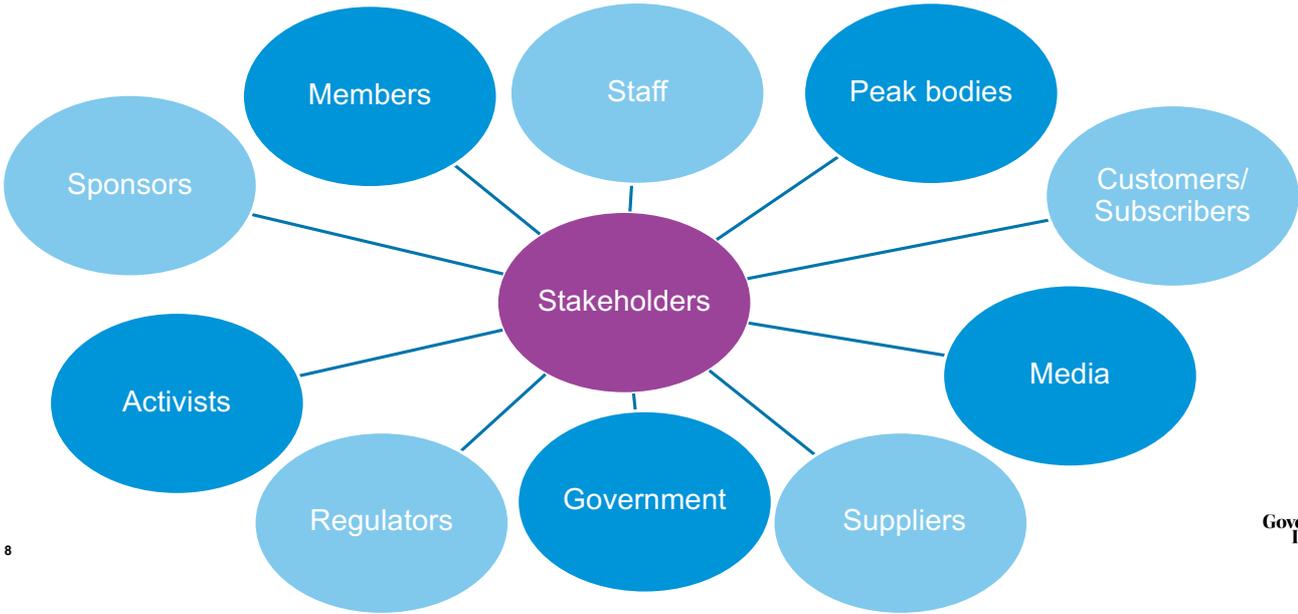




~~Can we?~~

Should we?

# Managing multiple challenging stakeholders







**Communication  
≠  
Engagement**



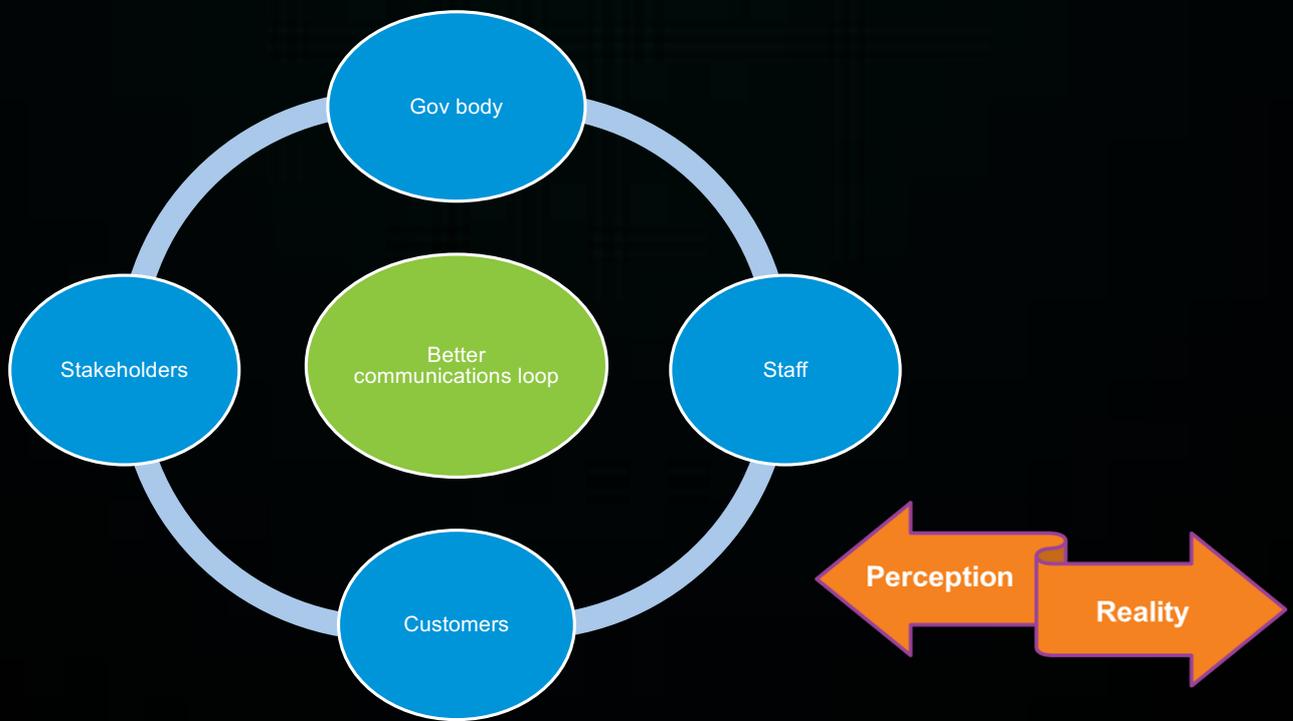


Meetings

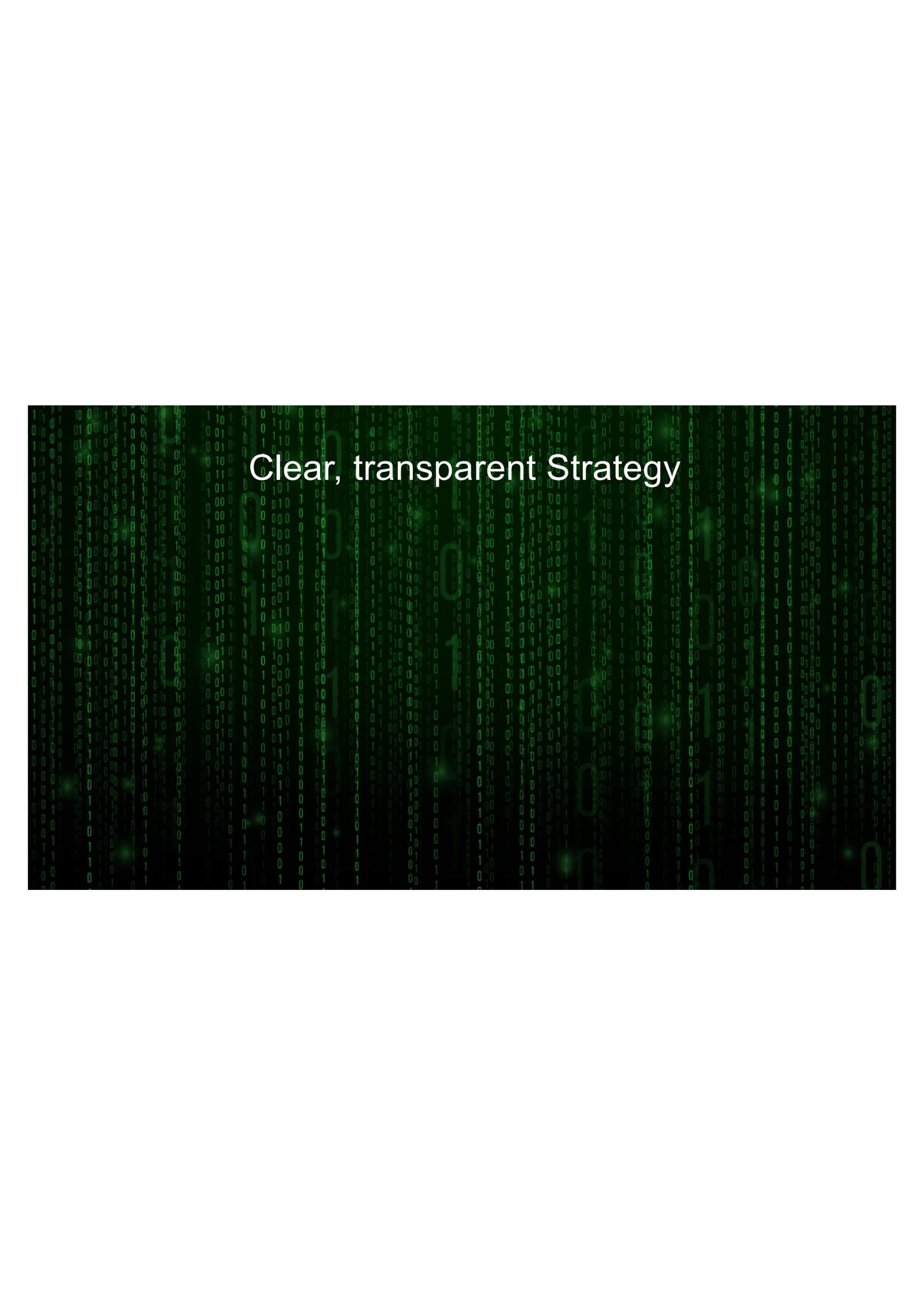
Surveys

Research

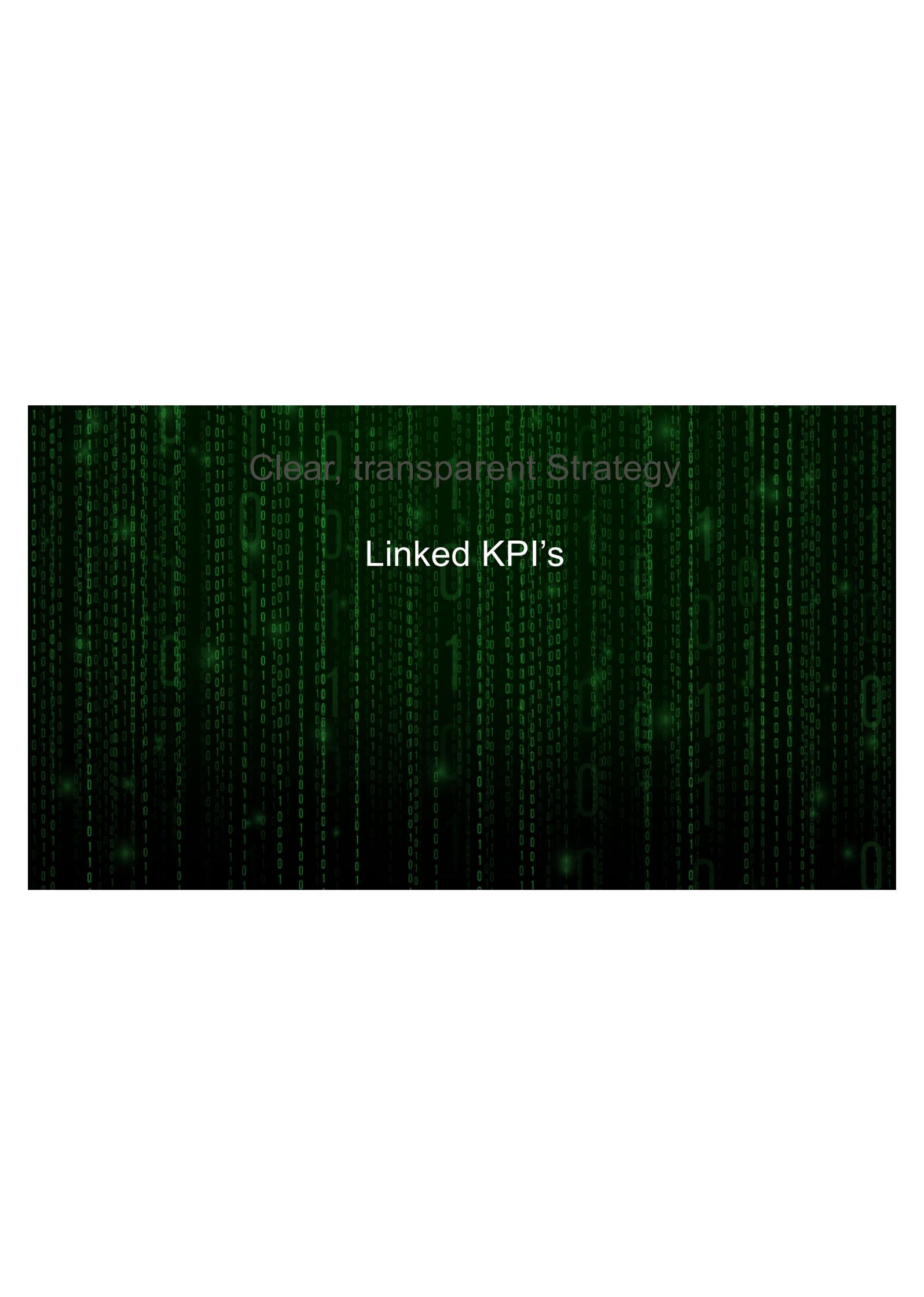
Focus groups







Clear, transparent Strategy



Clear, transparent Strategy

Linked KPI's



Clear, transparent Strategy

Linked KPI's

Delegations of Authority

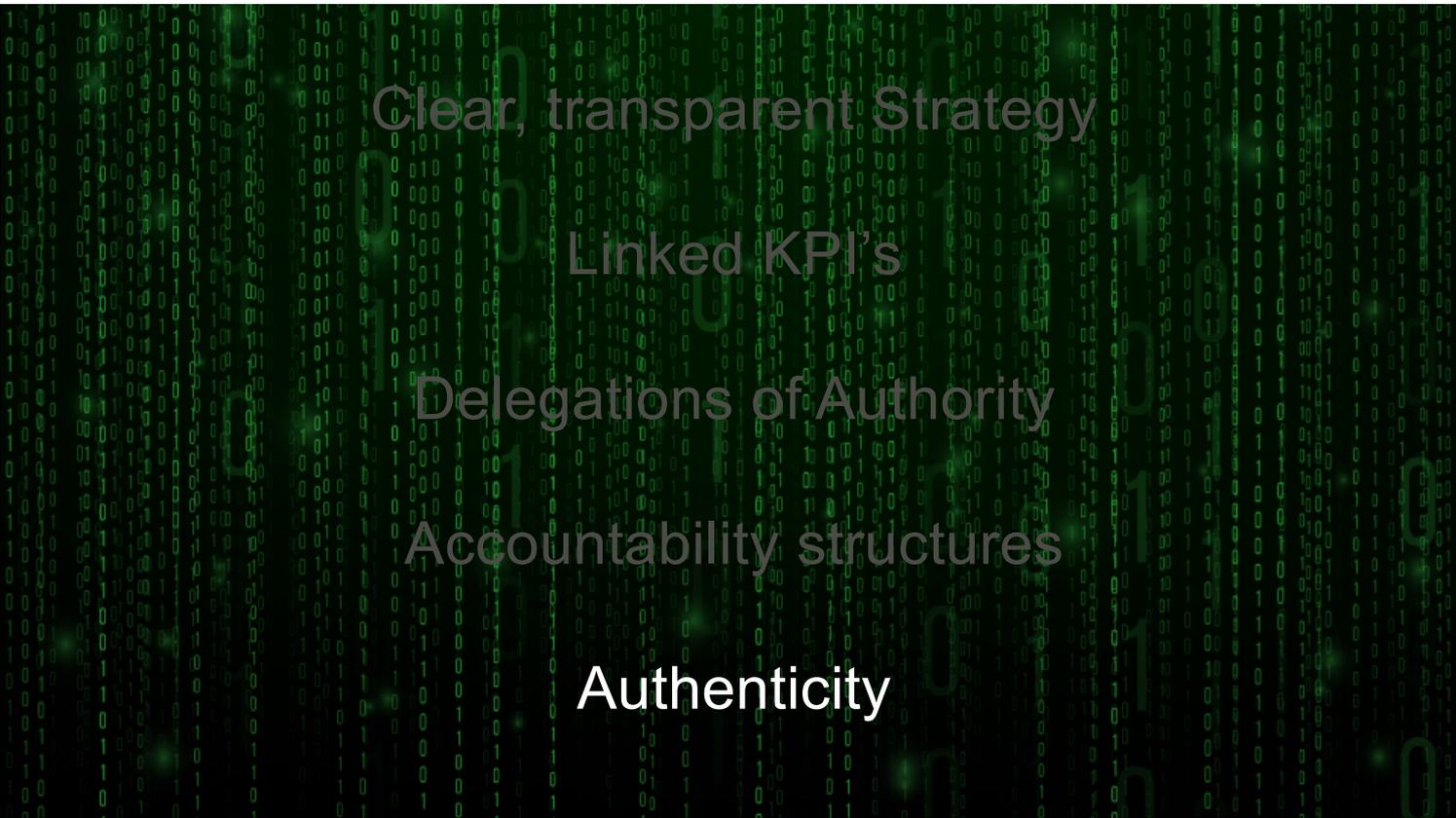


Clear, transparent Strategy

Linked KPI's

Delegations of Authority

Accountability structures



Clear, transparent Strategy

Linked KPI's

Delegations of Authority

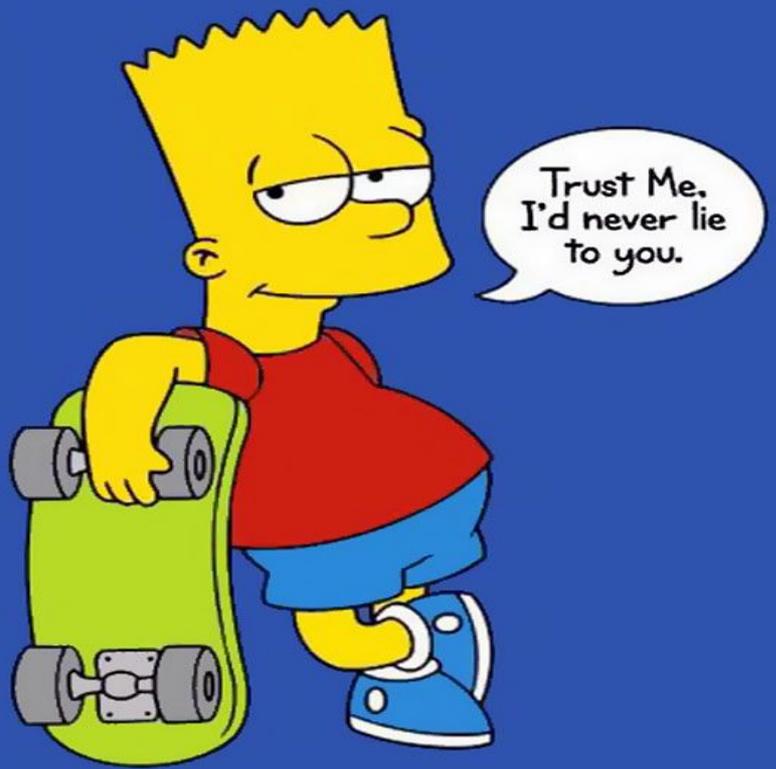
Accountability structures

Authenticity



Trust Me,  
I'd never lie  
to you.

# Values



Values

Code of Conduct



Values

Code of Conduct

Audit Culture



Values

Code of Conduct

Audit Culture

Complaints



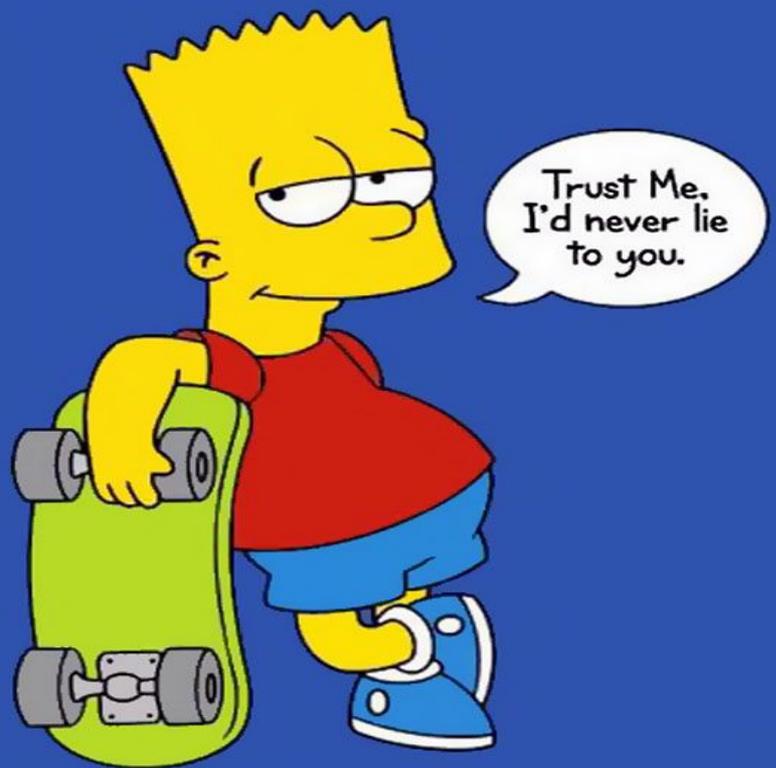
Values

Code of Conduct

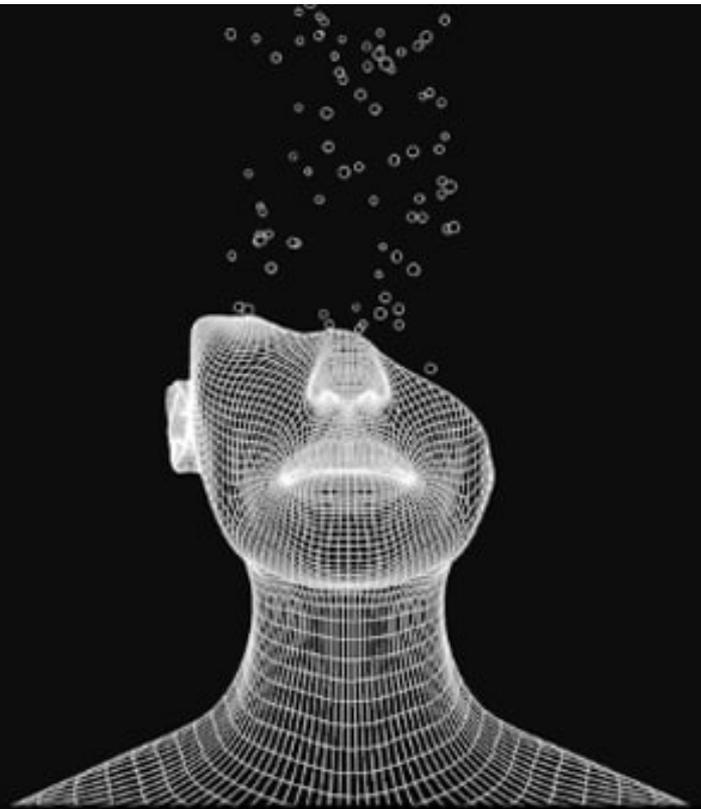
Audit Culture

Complaints

Alignment



The world of the  
governance  
professional is  
changing faster than  
ever before.



**Regulators**

**Funders**

**Members**

**Staff**

**Customers**

**Activists**

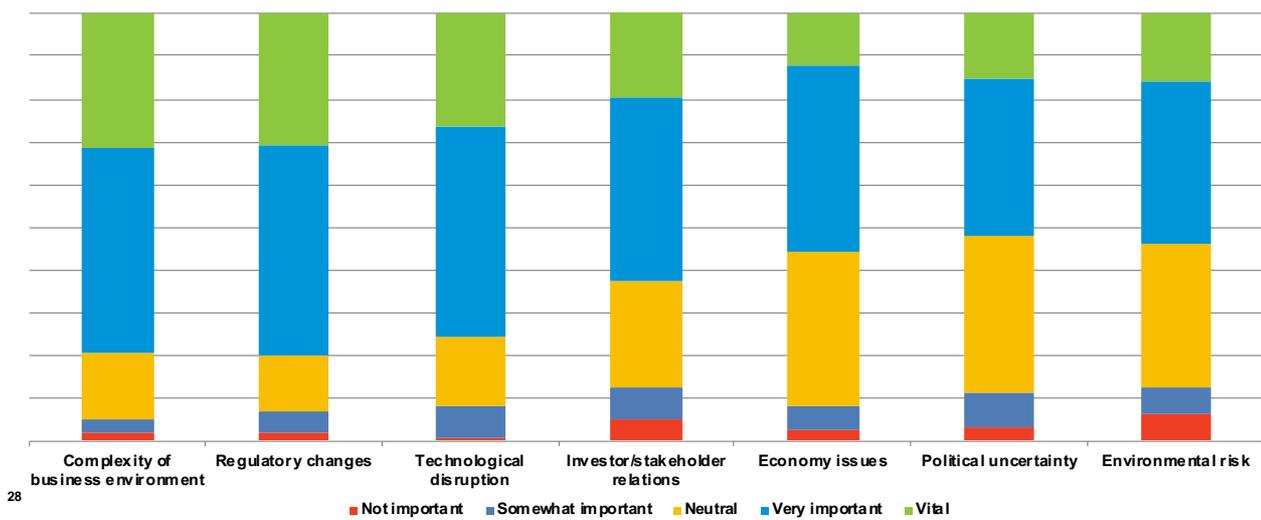
**Media**



# Three key themes emerging from this report

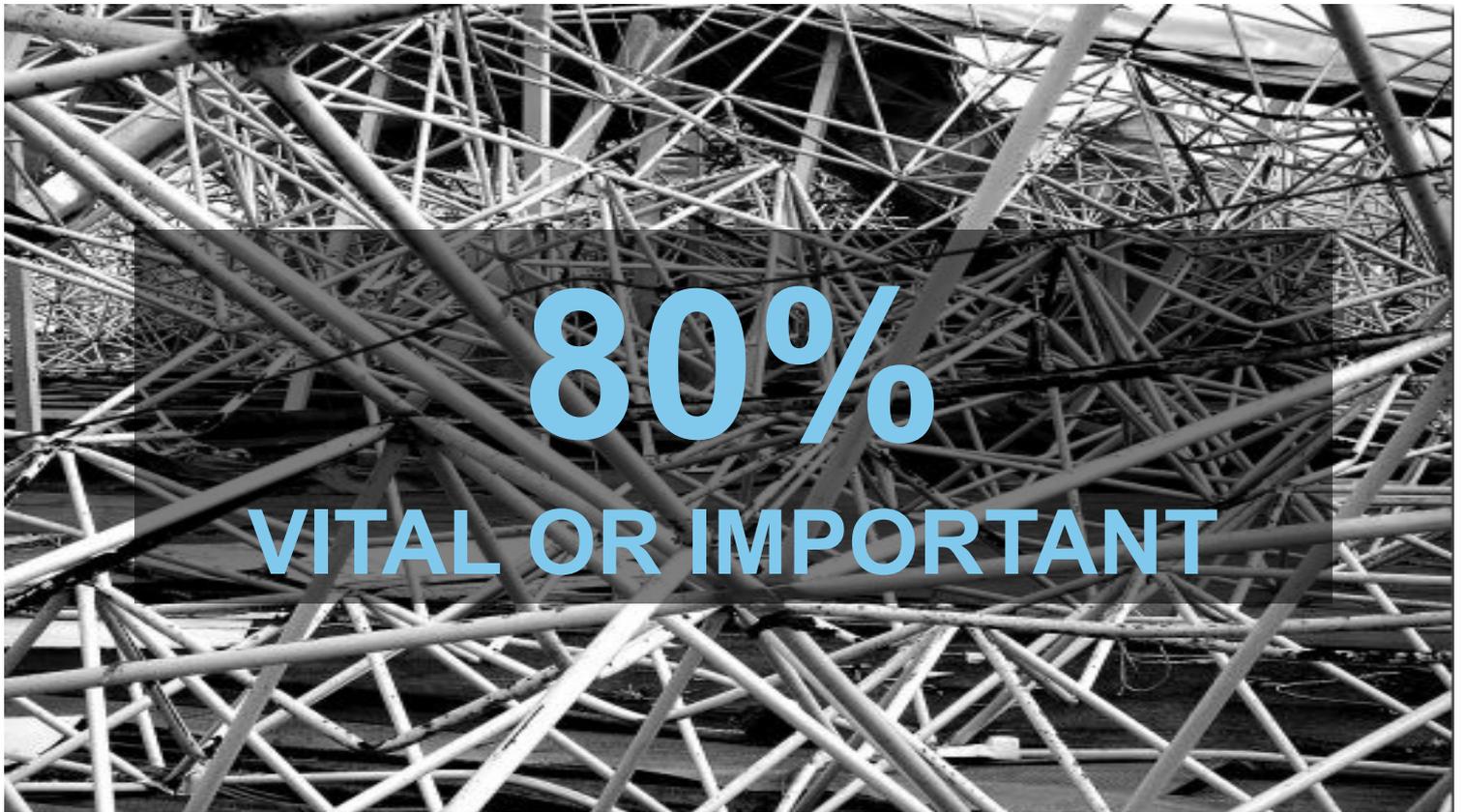
Insights: The Future of the Governance Professional

What will be driving governance changes in the future?



Theme #1

**Complexity**



**80%**  
**VITAL OR IMPORTANT**



**CULTURE IS  
KING** 👑

Theme #2

# Regulatory Change

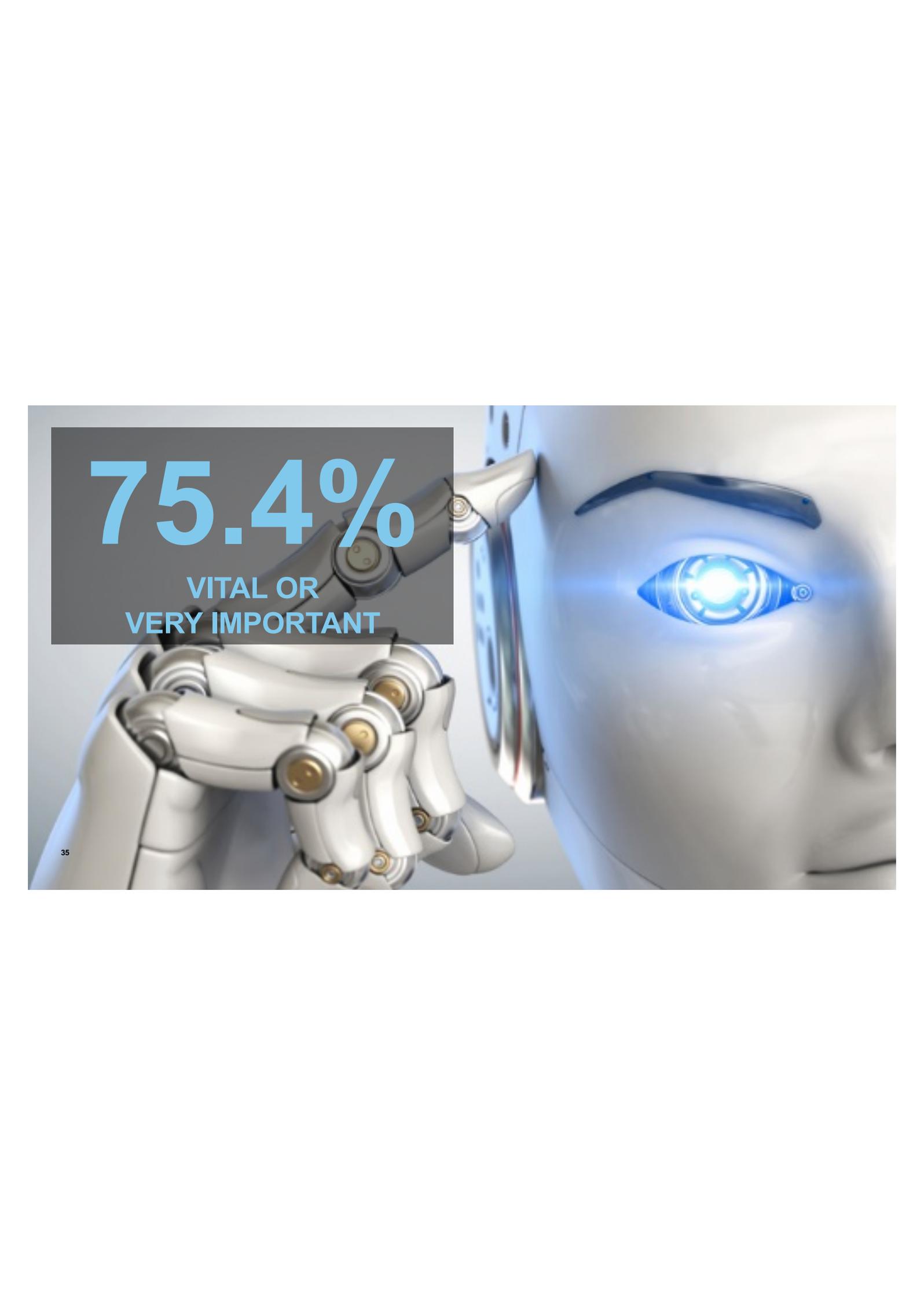


**72%**

**MOST IMPORTANT OR  
VERY IMPORTANT**

**Theme #3**

**Technology**

A close-up of a white robot's face, focusing on its right eye which is glowing with a bright blue light. The robot's hand is visible, with its fingers gently touching the robot's forehead. The background is a soft, out-of-focus light blue.

**75.4%**

VITAL OR  
VERY IMPORTANT

# The Future of the Governance Professional



In association with  
Diligent and LexisNexis





The role of the  
Company Secretary  
is changing



# Secretary



~~Secretary~~  
Trusted Advisor



# Minute-taker



~~Minute-taker~~  
Thought Leader

The image features a dark, textured background, possibly a close-up of a surface like wood or stone. On the left side, there is a faint, light-colored object that appears to be a piece of fabric or a small container. The word "Servant" is written in a bright blue, sans-serif font, centered horizontally and slightly above the vertical middle of the image.

Servant



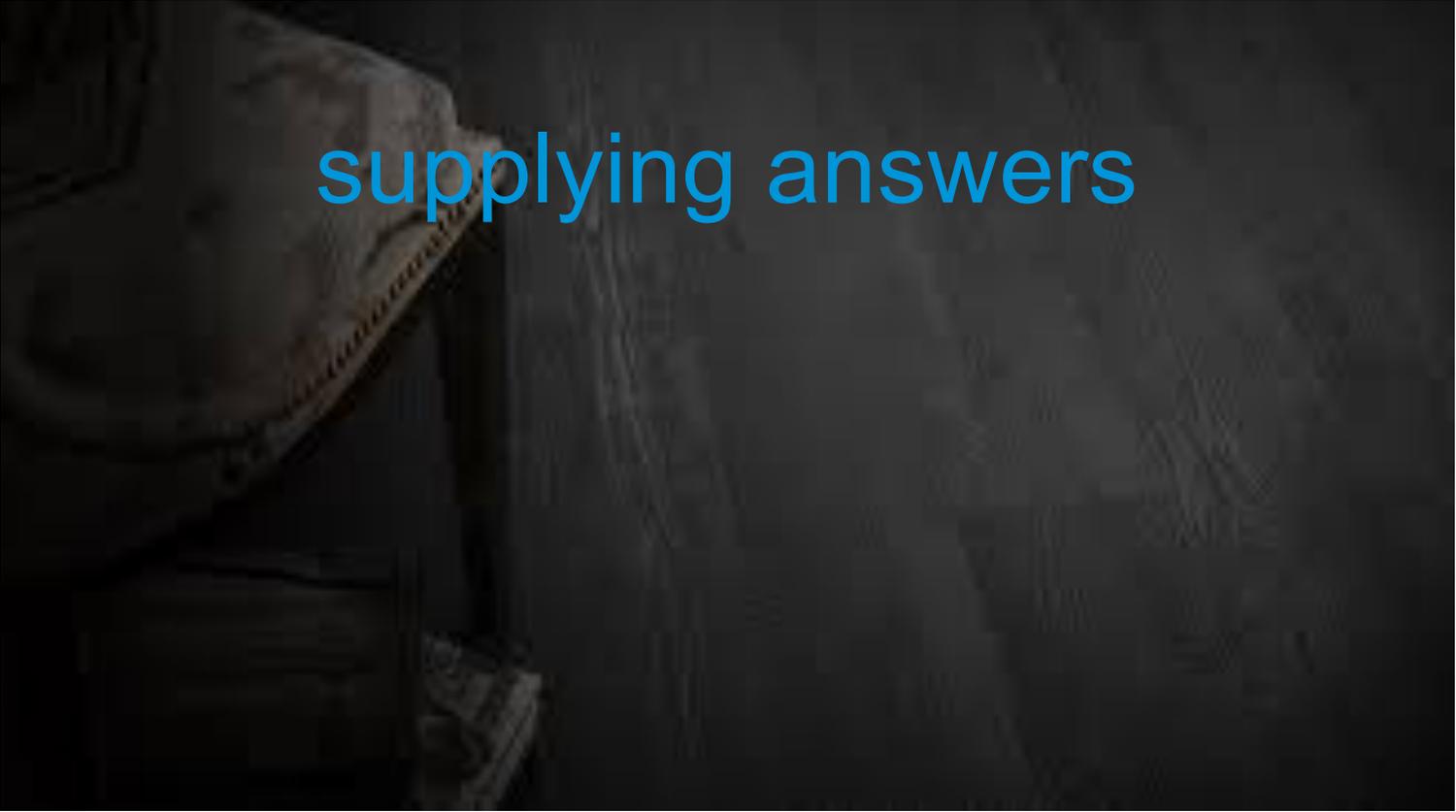
~~Servant~~  
Conscience /  
Moral Compass



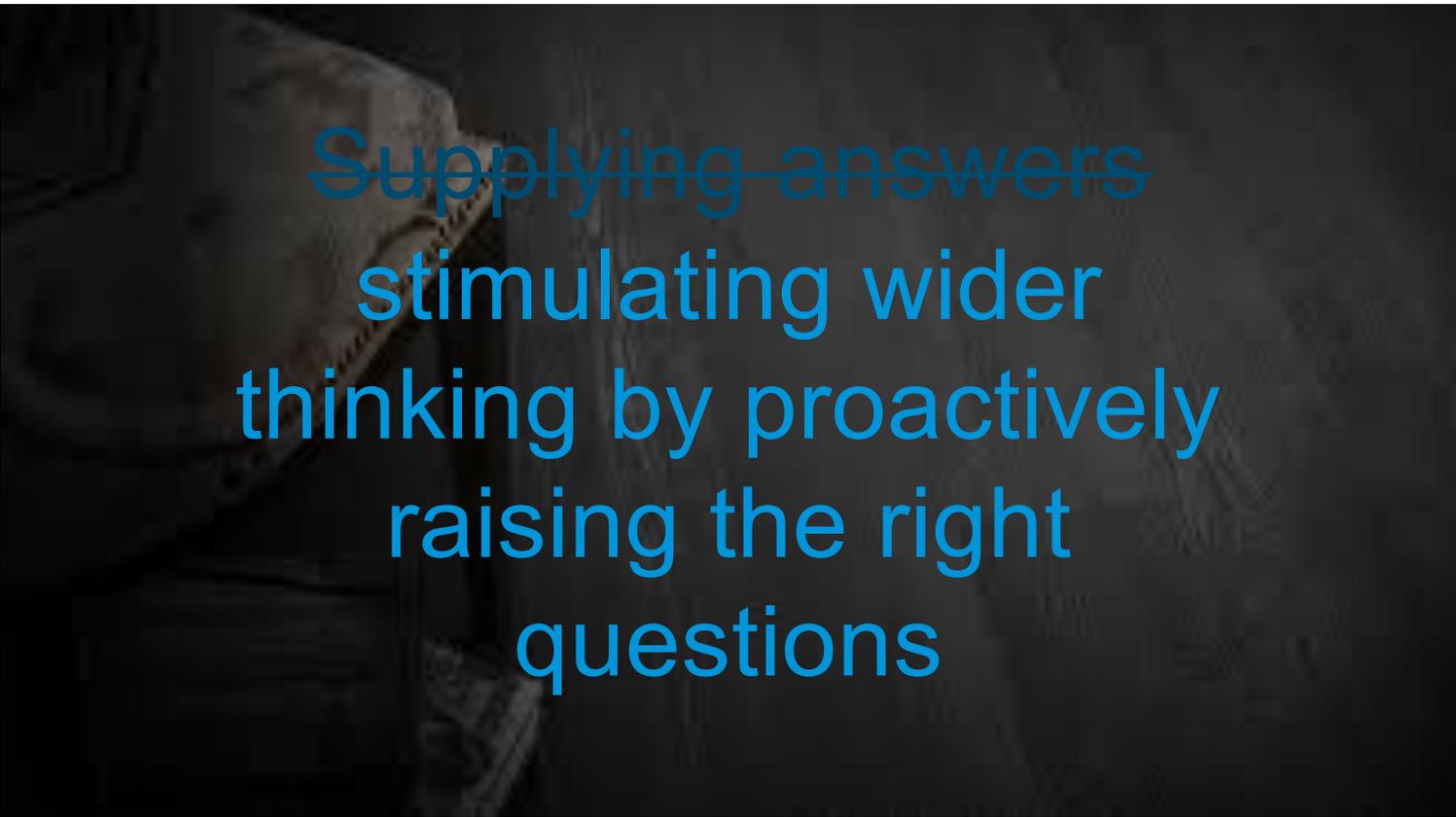
collating and supplying  
information



Collating and supplying  
information  
curator, analyser and  
adviser



supplying answers



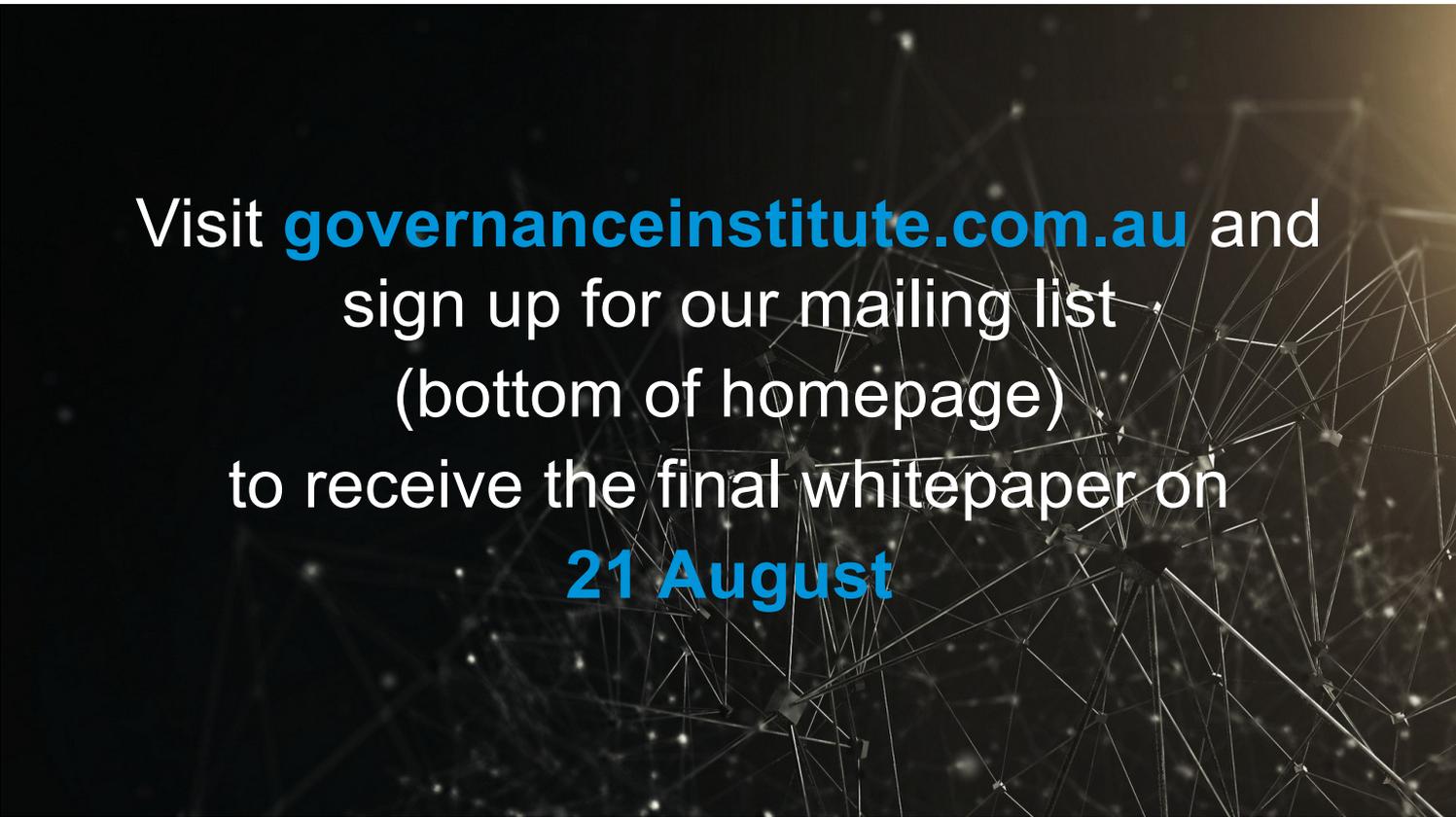
~~Supplying answers~~  
stimulating wider  
thinking by proactively  
raising the right  
questions

The image features a dark, almost black, textured background. On the left side, there is a faint, light-colored object that appears to be a piece of fabric or a bag, possibly a backpack, with some details like straps and a pocket visible. The overall lighting is very low, creating a moody and somewhat abstract atmosphere.

Processed based



~~Processed based~~  
Principles based



Visit [governanceinstitute.com.au](https://governanceinstitute.com.au) and  
sign up for our mailing list  
(bottom of homepage)  
to receive the final whitepaper on  
**21 August**





K

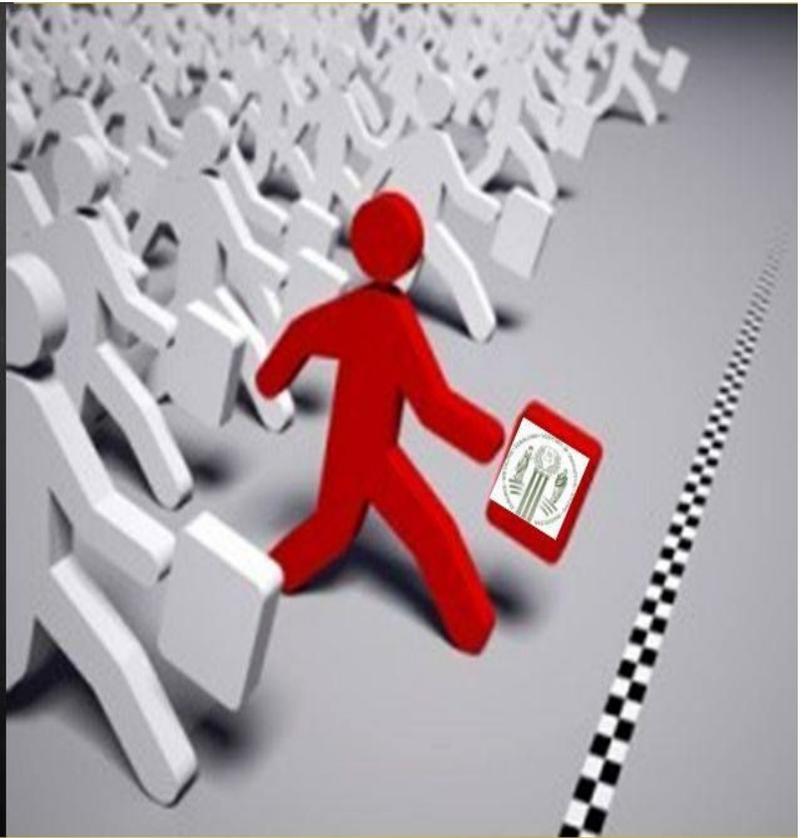
KEEP

E

EDUCATING

Y

YOURSELF



# Thanks!



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Megan Motto



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