

# ► Uplift your leadership as a director.

**As a director, are you ready to manage stakeholder governance and engagement?**



**BLACKHALL & PEARL**



**Advisory Street**

*Our strategic advice puts you streets ahead of the rest*

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# ► About us

Advisory Street provides high quality advice to organisations facing economics, public policy and stakeholder relations challenges.

We have advised: Australian Institute of Company Directors (AICD), Women on Boards (WOB), Amazon, Bank of Queensland (BOQ), Bendigo-Adelaide Bank (BEN), IAG, Suncorp Bank (SUN), Settlement Services International (SSI), SydWest Multicultural Services, Minderoo Foundation, Australian Payments Network (AusPayNet), Financial Services Council (FSC), Industry Superannuation Australia (ISA) and many more.

Visit us at <https://www.advisorystreet.com>

Blackhall & Pearl is Australia's pre-eminent board performance advisory firm. We are the trusted adviser to leading boards and executive leadership teams of listed and unlisted companies, Federal and State government agencies, family businesses, superannuation funds, not-for-profits and community and member organisations.

Visit us at <https://blackhallpearl.com/>

# Forward

Directors are increasingly being expected to consider stakeholder perspectives as their relevance and influence has increased the claim on organisations.

The upcoming ASX Corporate Governance Principles will include a new Recommendation where a listed entity should have regard to the interests of key stakeholders, including having processes to engage and report issues to the board.

We have seen recent examples of corporate crises — such as Qantas, PwC, Rio Tinto, the major banks, and the aged-care industry — where boards and management have been accused of focusing too much on shareholders and profitability.

These organisations have seen shareholder value erode, divestitures, increased regulation, litigation, penalties from regulators, loss of employee trust, boycotting of products, rage on social media and various other stakeholder reactions.

Organisations need to navigate carefully stakeholder relationships with staff, customers, suppliers, shareholders, industry groups, regulators, activists and others.

As Commissioner Kenneth Hayne pointed out in the Royal Commission into misconduct in the financial services industry: “The longer the period of reference, the more likely it is that the interests of shareholders, customers, employees and all associated with any corporation will be seen as converging on the corporation’s continued long term financial advantage”.<sup>1</sup>

**Advisory Street** and **Blackhall & Pearl** have partnered to share insights on stakeholder governance. We believe that stakeholder interests are not a fad and that **stakeholder governance needs to be seen as a strategic**

## priority.

So how do directors go about identifying and prioritising these stakeholder interests? Or balance sometimes competing stakeholder interests alongside meeting their best interest duties? And incorporate disparate views into a board’s decision making?

Board directors need to ask: Do we have our “finger on the pulse” in dealing with stakeholders? Do we understand what stakeholders think of our organisation? Is our board monitoring stakeholder issues as a strategic asset and critical risk?

As we outline in our AICD article,<sup>2</sup> boards and C-suite executives sometimes lack these skills.

Yet, future-fit boards will need to have **community, social license and stakeholder and investor management**, and **government or regulatory** skills as one of their top 10 skills and capabilities.<sup>3</sup>

We hope that you can join us for these workshops to uplift your skills.

Best regards,



**Taleen Shamlian**  
Managing Director

Advisory Street



**Steven Münchenburg**  
Managing Partner & CEO

Blackhall & Pearl



## What will the workshop cover?

We are running workshops designed to help you gain deeper knowledge and uplift your skills in **Stakeholder Governance & Engagement** (See further details on Page 3).

The workshops are an opportunity for you to:

- ▶ deepen your knowledge around the foundations of **Stakeholder Governance & Engagement**;
- ▶ interact with peers to share insights and expertise; and
- ▶ understand how best practice boards manage and oversee these key matters.

The workshops will be guided by Chatham House Rule to encourage frank conversations so that we can learn from other board members.

We will provide you with:



### Materials

We will provide you with a copy of the workshop slides ahead of the workshops to help you prepare.



### Practical examples & case studies

the workshops will cover practical examples and case studies from Australia and comparable countries.

## Testimonials from previous workshop participants

“As CEO and NED, this was very valuable and practical.”

“It's an excellent workshop. Thanks so much!”

“Great insights, and so good to have strategic discussion. Safe space for people to share and learn.”

“The workshop was very well facilitated by Taleen. The pack is fantastic, info rich, helpful and relevant. Thank you!!”

“Just wanted to say the workshop was fantastic - — information rich, insightful, with lots of real world contemporary examples & very practical & accessible for participants to apply. Well done & thanks for the opportunity.”

## Who is the program for?

The program is designed for directors seeking to deepen their understanding of the importance and practice of effective stakeholder engagement, particularly as stakeholder pressures on boards grow.



Visit us at [advisorystreet.com/leadership-workshops](https://advisorystreet.com/leadership-workshops)

# Stakeholder Governance and Engagement workshop

Our workshop will give you the tools and peer insights to uplift your stakeholder governance and engagement skills.

On completion of the workshop, you will be able to:

- ▶ Understand the risk from the board not managing stakeholder relationships;
- ▶ Develop a stakeholder governance framework that is integrated into your board's business strategy and organisation's success;
- ▶ Identify and prioritise the key stakeholder relationships that your board needs to monitor and engage;
- ▶ Build strong bonds of trust and relationships with stakeholders;
- ▶ Create a vision and purpose for stakeholder engagement;
- ▶ Incorporate stakeholder perspectives into your board's decision-making.

| Session       | Topic                                                                                                                             |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------|
| 8:30-9:00am   | Registration                                                                                                                      |
| 9:00-9:15am   | Introductions                                                                                                                     |
| 9:15-10:15am  | Stakeholder Governance Framework<br>Linkage to Business Strategy   Identify and prioritise relationships   Stakeholder Engagement |
| 10:15-10:30am | Morning tea                                                                                                                       |
| 10:30-12:15pm | Stakeholder Governance Framework (cont.)<br>Decision making   Evaluation   Leadership skills<br>Best practice case studies        |
| 12:15-1:00pm  | We will finish at 12:15pm<br>You may wish to stay back for a networking lunch & to discuss the issues further                     |

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# ► About your facilitator



## Taleen Shamlian GAICD

**My mission is to strengthen the capabilities of business, government and NFP leaders that benefits their customers, clients, and stakeholder community. It is imperative these leaders have strong working relationships across these sectors and my passion is to help leaders understand each other's roles.**

Non-Executive Director

- NSW Government's Environmental Protection Authority Radiation Advisory Council
- NSW Government's Council for Women's Economic Opportunity (CWEO)
- NSW Government's Ambassador for Women's Financial Literacy
- Various community and professional boards.

I advise directors and C-suite executives around stakeholder governance, policy, politics and economics. During the Banking Royal Commission, I advised various regional bank CEOs (Bank of Queensland, Suncorp Bank, Bendigo-Adelaide bank and others) in policy issues and government relations.

I currently lecture in stakeholder governance and public policy development to public sector leaders in Australian and State Governments.

My executive career included Head of Government Relations at Visa, the Commonwealth Bank and as an economist at Commonwealth Treasury.

In 2023, I was recognised by the Governor of NSW The Hon. Margaret Beazley for one of the top 20 women in business.

## ► Thought leadership

AICD Magazine (August 2024 p.16), [Should boards weigh in on social and political matters?](#)

AICD 2024 Australian Governance Summit (AGS) Panel member [Social Issues: How and When Should Boards take a Position?](#)

ASX Corporate Governance Principles [Submission to Draft Principles 5<sup>th</sup> Edition](#)

AFR (5 April 2024) [The corporate cost of the Yes campaign](#)

AICD (September 2020 article), ["How can business leaders sit at the policy table and ensure their voice is heard?"](#)

## ► Further information

| Pricing                                                                                        | Regular rate |
|------------------------------------------------------------------------------------------------|--------------|
| Workshop: Thursday 10 <sup>th</sup> April 2025<br>Stakeholder Governance & Engagement workshop | \$495        |
| Optional: 30 minute Zoom follow-up with Taleen and Steven                                      |              |

*\*All prices are GST exclusive*

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### Location

Workshops will be held at:

**Level 26, 1 Bligh Street  
Sydney NSW 2000**

Wilsons Parking is nearby — either 1 O’Connell Street, Sofitel Wentworth or 1 Farrer St Grosvenor Place.

Alternatively, the venue is close to:

- \* Martin Place metro station,
- \* Wynyard, Circular Quay, Martin Place train stations, or
- \* light rail to George Street.

### Contact Us

If you have any further questions, please contact The Executive Centre on (02) 9510 0027 or [admin@advisorystreet.com](mailto:admin@advisorystreet.com)



# Advisory Street

*Our strategic advice puts you streets ahead of the rest*