



DIRECTORS BRIEFING 'KIT'

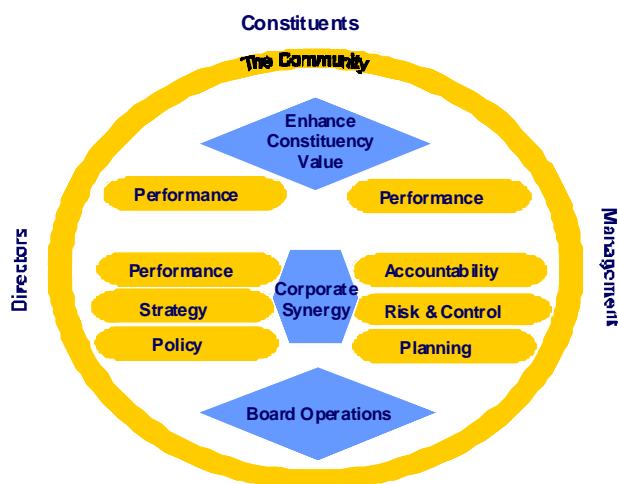
All new and existing officers and members of boards and committees should be made aware of their responsibilities when they join or become associated with an incorporated entity.

The persons who are officers and directors of corporation or committee members of incorporated entities need to constantly review their positions in the light of the extensive obligations imposed on them by the law and the more recent judicial attitudes to duties of directors.

What is Corporate Governance

Corporate Governance is the system or process by which companies are directed and controlled. Boards of Directors are responsible for the governance of their companies.

It is generally accepted that the responsibilities of the Board include setting the company's strategic direction, providing the leadership to put these strategies into effect, supervising the management of the business and reporting to shareholders on their stewardship. The Board's actions are subject to laws, regulations and the approval of shareholders at the general meeting.



Due Diligence

Due Diligence is the process of making sure your Board is fulfilling its responsibilities to the company in a way that is beneficial for shareholders and safe for Directors.

Unlike companies, Directors themselves have unlimited personal liability.

Because of the significant and far-reaching consequences of being a Director (for better and for worse) each Director should undertake a thorough examination of all factors that will or may influence their ability to meet their fiduciary responsibilities.

Typical concerns of someone contemplating joining a Board would include:

- ✔ **Company history and reputation** – does this company exemplify ethics, values, vision and mission that I would want to be associated with?
- ✔ **Conflicts of interest** – what is the potential for these to occur for me if I am involved with this business? (considering my other business associations or intentions)
- ✔ **Strategy and plans** – what are they? Are they documented, well communicated and understood by the operational elements of the company? Are processes in place for ongoing review of the strategy and plans?
- ✔ **Talent** – do the personnel have the wherewithal to go where intended?
- ✔ **Risk** – is there a regular risk assessment process, with resulting management plans and procedures? What insurances are in place eg Directors & Officers Insurance with deeds of indemnity?
- ✔ **Performance monitoring** - are relevant measures in place? Do these include leading as well as lagging indicators? Are these sufficiently linked to the strategic plan? Are adequate controls processes developed, maintained and audited?
- ✔ **Reporting** – are all statutory reports being maintained? Is adequate financial reporting in place? How accurate and reliable is existing reporting?
- ✔ **Solvency** – is there any reason to suspect or believe that this company is insolvent or heading that way?
- ✔ **Record keeping** – are requirements understood and complied with? Is information readily recoverable?
- ✔ **Legal framework** – what is the constitution and company structure? Are all required and recommended legal documents in place and of sufficient standard?
- ✔ **Board Calendar** – is there one? How comprehensive is it?
- ✔ **Board Papers** – are these well presented, and well in advance of meetings?

- ✔ **Board Minutes** – what do they tell me about the effectiveness of the Board’s processes of decision making? Do they demonstrate an ability to implement? Are they sufficient as “letters to an unknown judge”?
- ✔ **Board and company policies** – how well are these communicated, documented, followed?
- ✔ **Board composition** – what are the skills and experiences of the other Board members? Are they complementary and sufficient? What is their experience at Board level? What is the mix of executive and non-executive members?
- ✔ **Chairman** – experience, manner, executive or non-executive?
- ✔ **CEO** – relationship with the Board? Delineation of responsibilities? Performance review mechanisms?
- ✔ **Company Secretary** – experience and qualifications? Workload levels?
- ✔ **Board committees** - eg audit – how effective? Quality of investigative processes and reports?
- ✔ **Senior management team** – knowledge, skills, experience, harmony, effectiveness, relationship with the CEO and with the Board?
- ✔ **Personal** – what value can I add in terms of knowledge, skills, experience? How well will I function in the personality dynamics of the Board members and others in the company?
- ✔ **Expected time commitment** – how often does the Board meet? What is expected/required in between Boardroom meetings? Are there any annual events?
- ✔ **Remuneration** – what will I be paid, in what form, and how will this be calculated?
- ✔ **Induction** – what will be provided to bring me most quickly up to date with the rest of the company and Board?

The principle objective of any due diligence process is to:

“... ensure that a Board is properly composed, that best represents, and is most likely to achieve the interests of the company on behalf of the majority of shareholders, in the context of social and environmental responsibilities and the service of stakeholders.”

Specific benefits might include:

- ✔ Avoidance of insolvency, administration, liquidation or bankruptcy proceedings
- ✔ Avoidance of illegal behaviours by Board or management (intentional or otherwise) and the consequences of same

- ✔ Avoidance of personal losses such as reputation, fines, or imprisonment
- ✔ Avoidance of financial losses of profit and/or equity value (actual or potential)
- ✔ Correct decisions about who is on the Board
- ✔ Improved harmony and decision making performance of the Board
- ✔ Better leadership of management to achieve company objectives
- ✔ Superior ongoing strategic planning and risk management

Director Competency

What are the most important areas of competency for directors and boards?

Personal Attributes and Skills Coverage

The AICD believes that two main sets of criteria should be met in determining the competencies required in a director.

- Behavioural attributes that contribute to an effective group dynamic. Each board member needs to be able to work with the group in a constructive way that ensures there is rigorous debate whilst remaining a highly functioning group.
- A board must have the minimum skills required to adequately cover the unique issues, risks and challenges that the particular business faces and these skills must be up to date.

Expertise is more important than independence

Directors' meeting the criteria set out above is more important than ensuring they meet a strict definition of independence. Expertise is of greater value than independence in determining the competency of a director.

Assess, measure and update skills and contributions

The director and board overall must make efforts to ensure each member remains up to date in both their skills and knowledge of the company. The board must make an effort to regularly measure and assess the contribution each board member makes and take steps to address any deficiencies that become apparent.

Make changes if business needs change

Boards should regularly audit the skills required by the company and adapt or make changes to the board membership according to changing needs.

Definition of a 'director'

The definition of a *director* under the Corporations Law applies to the people who are appointed to or elected as 'board members'. The term 'director' refers to those board members. It is irrelevant whether or not any payment is received for services as a director.

Definition of an 'officer'

An 'officer' is defined as including and referring to 'a director, secretary or executive officer' of a corporation.

But as a general rule, the people involved in decision making for the management of a corporation will have duties and responsibilities imposed on them by the Law. In most situations this will include senior management.

Definition of a 'executive officer'

An '*executive officer*' of a corporation means any person, by whatever name, who takes part in or who is concerned with the management of the corporation.

The term '*executive officer*' could extend to people employed in executive, management, financial, marketing, technical development and membership roles as well as to directors, general managers and administrators.

There is no objective test for determining whether a person is an executive officer under the Corporations Law. The ability of a person to enter into *binding commitments* on behalf of a corporation or to *exercise control* over the disposition of its resources will give some indication of whether they would come within the definition of 'executive officer'.

Duties of directors and managers of corporations

Both the common law and the statutory law imposes duties on the people who occupy the positions of directors and officers of corporation including:

- to act honestly
- to act in good faith and for the benefit of the company
- to give adequate consideration to matters for decision and to keep discretion
- to exercise powers only for proper corporate purposes
- to exercise care and diligence in the discharge of corporation duties

Penalties for contravention

Penalties for breaches of the provisions of the Corporations Law which impose duties on directors and officers are high. Civil penalties also apply for a breach of the duty to prevent insolvent trading by the corporation.

Civil penalties under the Corporations Law include payment of amounts of up to \$200,000 to the Commonwealth and orders against managing a corporation in the future. Criminal penalties are also high and may be imposed, if:

- a person knowingly, intentionally or recklessly breaches many of the duties;
- does so dishonestly and intending to gain an advantage for any person; or
- intending to deceive or defraud someone.

Appointment of directors

A public company such as a company limited by guarantee must have at least 3 directors of whom 2 must ordinarily reside in Australia. Only natural persons aged 18 or more can be appointed as directors. A corporation cannot be appointed as a director of a corporation.

Nominees must give their consent to act as directors and a form indicating their consent must be lodged with the ASIC (this process is undertaken on-line by the Company Secretary of Noosa Biosphere Ltd). A director may resign at any time or his or her appointment may terminate by the expiry of term fixed in the memorandum and articles of incorporation.

A director of a public corporation may be removed at a general meeting by a resolution of which not less than 28 days special notice has been given to the members. The Corporation Law also provides that a director's office is vacated if he or she becomes insolvent under administration.

Directors & the Accounts

- A Corporation is required to keep accounting records which correctly record and explain its transactions and financial position.
- Directors are required to produce a profit and loss account and a balance sheet after each financial year. Also directors, before making out the profit and loss account and balance sheet, must take reasonable steps to:
 - *ensure that action has been taken to write off all known bad debts;*
 - *make adequate provisions for doubtful debts;*
 - *write down or provide for any current assets, other than bad or doubtful debts, which are unlikely to realise their book values in the ordinary course of business;*
and
 - *ensure that the accounts contain notes where any non-current assets are shown at a book value greater than the amount that it would have been reasonable for the corporation to pay for the assets at the end of the financial year so as to prevent any misleading overstatement of the value attributed to such non-current assets.*
- The directors are required to present the 'financial statements' (that is, the accounts) and the other statements to the general meeting of the company;

- The financial statements and other statements are to be distributed to all members of the company not less than 14 days before the annual general meeting or the corporation.

Directors' statement

The directors of a corporation must prepare a directors' statement each year and attach it to the financial statements which are circulated to members and laid before the annual general meeting.

The Corporations Law provides that the statement must state:

- whether in the directors opinion the profit and loss account gives a true and fair view of the corporation's profit and loss for the financial year;
- whether the balance sheet provides a true and fair view of the corporations' state of affairs at the end of the financial year; and
- *whether, at the time the statement is made, there are reasonable grounds to believe that the corporation will be able to pay its debts as and when they fall due.*

In forming the opinions expressed in their statement the directors are entitled to take into account events which have occurred and information which has become available since the end of the period to which the financial statements relate.

Agreement and Disagreement

Healthy debate among the members of a Board is considered to be the sign of dynamic interaction, airing of views and the search for common ground on which to base informed decisions. Decisions may not always please every director. However, once the Board makes a decision it is incumbent on all directors to follow the decision of the Board as a whole. This even follows where a director has voted against an item and has had their vote recorded in the minutes.

Where an individual has a legal, moral, ethical or business objection the issue should be discussed with the Chairman. A failure to agree may result in a director standing down, if that is his or her choice.

Each director should have regard for the personal skills and attributes of their fellow directors and the management team. An acute appreciation of the need to recognise the strengths (and weaknesses) of fellow board members is essential to mature debate.

Authority and Responsibility of the Chairman

The authority and responsibility of the Chairman of the Board (President) is considerable. The Chairman is the principal conduit between the Board and the Chief Executive. The Chairman controls the composition and issues of Board structure and the changing of Board procedures such as the allocation and use of time, the work of any Board committees and the quality of Board information.

The Chairman is the director primarily responsible for the direction and effectiveness of the Board through consensus and the liaison with management.

Confidentiality

All matters discussed by the directors, as a Board, are confidential. No individual director has the right to break Board confidentiality, either directly or indirectly. Leaks, misinformation and innuendo can be very damaging to a business. They can lead to the business and its employees being put at risk. Confidentiality extends to Board papers and material associated with the working and deliberation of the Board.

Right to Keep Board Papers

Every director has the right to retain all papers associated with Board matters. In fact it is now recommended that directors hold and store all paperwork, including notes and diaries, associated with board service for up to five years. They should be kept secure so as no breach of board confidentiality occurs.

Conflict of Interest

This is an area of the law in respect of which the courts hand out the harshest judgments. The general proposition is that directors may not allow a conflict between his or her duty and his or her interest. Both common law and statutory obligations have become stricter. Besides declaring any associated interests in matters before the Board, the director cannot vote on such matters and should remove themselves physically during the proceedings concerning the issue. Influencing or canvassing other directors is considered an equally dangerous practice in this regard.

Business Judgment Rule and Directors Duties

CORPORATIONS ACT 2001 - SECT 180

[Business judgment](#) rule

(2) A [director](#) or other [officer](#) of a [corporation](#) who makes a [business judgment](#) is taken to meet the requirements of subsection (1), and their equivalent duties at common law and in equity, in respect of the [judgment](#) if they:

- (a) make the [judgment](#) in good faith for a proper purpose; and
- (b) do not [have](#) a material [personal interest](#) in the subject matter of the [judgment](#); and
- (c) inform themselves about the subject matter of the [judgment](#) to the extent they reasonably believe to be appropriate; and
- (d) rationally believe that the [judgment](#) is in the best [interests](#) of the [corporation](#).

The [director's](#) or [officer's](#) belief that the [judgment](#) is in the best [interests](#) of the [corporation](#) is a rational one unless the belief is one that no reasonable [person](#) in their position would [hold](#).

Note: This subsection only operates in relation to duties under this section and their equivalent duties at common law or in equity (including the duty of care that arises under the common law principles governing [liability](#) for negligence)--it does not operate in relation to duties under any other provision of this Act or under any other laws.

(3) In this section:

"business judgment" means any [decision](#) to take or not take action in respect of a matter relevant to the business operations of the [corporation](#).

The business judgment rule provides a defense for directors who may have breached the duty of care if they made the judgment in good faith, for a proper purpose, did not have a material personal interest, appropriately informed themselves about the subject matter, and rationally believed that the decision was in the best interests of the company.

However, it is important that the roles of officers and any executive directors are clearly identified and that functions are clearly delineated so that there is clarity as to the roles and responsibilities for differing aspects of administration and operation as between directors and officers.

There are currently proposal extensions that, if introduced, may offer broader protection for directors under the rule, excusing them from liability under the *Corporations Act* so long as directors act:

- I. In a bona fide manner;
- II. Within the scope of the corporations business;
- III. Reasonably and incidentally to the corporations business; and
- IV. For the corporation's benefit

Logically, the corporations Constitution and Strategic / Business Plans would need to be aligned to make 2 and 3 credible.

Other Specifics

The Corporations Law requires that every corporation must have at least one secretary who is appointed by the directors.

- The specific duties of the corporation's secretary set out in the Corporations Law include:
- The presence in person or by an agent at the registered office of the corporation at the hours during which that office must remain open;
- The requirements to record every declaration of interest or conflict of interest made by directors at directors' meetings;
- The importance of the position is that it carries responsibility for ensuring compliance with duties imposed on the corporation by the Corporations Law;
- Provides that the secretary of a corporation will be deemed, unless the contrary is proved, to be knowingly concerned in and party to any contravention of, or failure to comply with, the following requirements for a corporation:

- *to have a registered office which is open and accessible to the public for specified hours;*
- *to lodge notification with the ASC of changes of directors, principal executive officers and secretaries;*
- *to lodge an annual return;*
- *to lodge financial and other statements.*

The practicalities of organisation mean that the directors will allow the secretary considerable discretion and trust to fulfil the requirements but they must not forget that it is with the directors that ultimate responsibility resides.

Insurance

The extensive obligations and liabilities imposed on directors and officers of corporations mean that a consideration of insurance becomes an ever more pressing issue.

Directors and officers are liable for their own wrongful acts and may be liable for the negligence and misconduct of their fellow directors and officers. Usually, a wrongful act is defined to include any alleged or actual breach of duty, breach of trust, neglect, error, misstatement, misleading statements or omissions, or any other act done or wrongfully attempted.

However, D&O Insurance does not generally cover:

- illegal, fraudulent or willful misconduct;
- fines or penalties;
- breaches of professional duty;
- bodily injury or property damage;
- environment pollution; or
- guarantees or warranties

Directors and Officers also need to be very careful when offering business advice to members. Any loss suffered or believed to have been suffered by a member through adopting business advice sought from or offered by a director or an officer of the company may result in a claim for damages that is not covered by Directors and Officers Liability Insurance. The specific insurance needed here is Professional Indemnity for which Noosa Biosphere Ltd is covered under the Sunshine Coast Regional Council policy.

Management

The Executive Officer will generally be responsible to ensure all the components of internal control are in place as directed by the Board.

The Executive Officer will fulfil this responsibility by:

- Providing leadership and direction to senior management.

- The Executive Officer should shape the values, principles and major operating policies that form the foundation of the internal control system.
- Meeting regularly with senior managers responsible for the major functional areas - sales, marketing, production, distribution, finance and administration, human resources, etc. - to review their responsibilities, including how they monitor and reassess the risk assessment, control environment and other control processes
- Meeting specific performance criteria set by the board and linked to a formal strategic and business planning process

Company Secretary

The role of the Company Secretary is to oversee various governance functions:

- compliance with the Company Constitution
- oversee preparation of board papers and briefing materials
- co-ordinate meetings and advise on conduct
- establishment and maintenance of registers
- oversee compilation of minutes
- monitoring board policies and company procedures
- ensure regulatory compliance
- stakeholder communications

Other functions cover:

- Contract management on behalf of company
- Execution of documents
- Assist the Chairperson with corporate governance matters
- Advise on best practice business management as well as legal requirements

Beyond the administrative/clerical there are a set of higher level requirements:

- obtain confidence of the Board as a governance advisor
- maintain independence from management
- facilitate development of specialist skills and training for Board Members

The Company Secretary should play a collaborative role working with key members of the Board and the Board Secretary to ensure the smooth operation of the Company.

Board Secretary

The role of the Board Secretary as a staff member of the Sunshine Coast Regional Council (Noosa Biosphere Reserve Secretariat), will provide the direct administrative support to the Noosa Biosphere Limited Board which would include matters related to the Company, attendance at and recording of meetings of the Board of Directors and its sub-committees as arranged by the Board. This would include:

- Working with the Chairman of the Board to develop agendas for Board Meetings;

- Identifying times and places for Board Meetings;
- Preparing correspondence as necessary on behalf of the Chairman of the Board and/or other Directors;
- Assisting the Company Secretary with appropriate correspondence and other information.
- Working with the Company Secretary to ensure smooth conduct of communication between Board Members, information distribution, records management, minutes and agenda development and associated tasks.

The Board Secretary should also have a collaborative role working with key members of the Board and the Company Secretary to ensure the smooth operation of the Company. However, the Board Secretary does not carry any legal or other liabilities associated with the conduct of the Board or any individual members of the Board.

ASIC Information Sheets for Directors of Small Companies:



ASIC Info Sheet 76

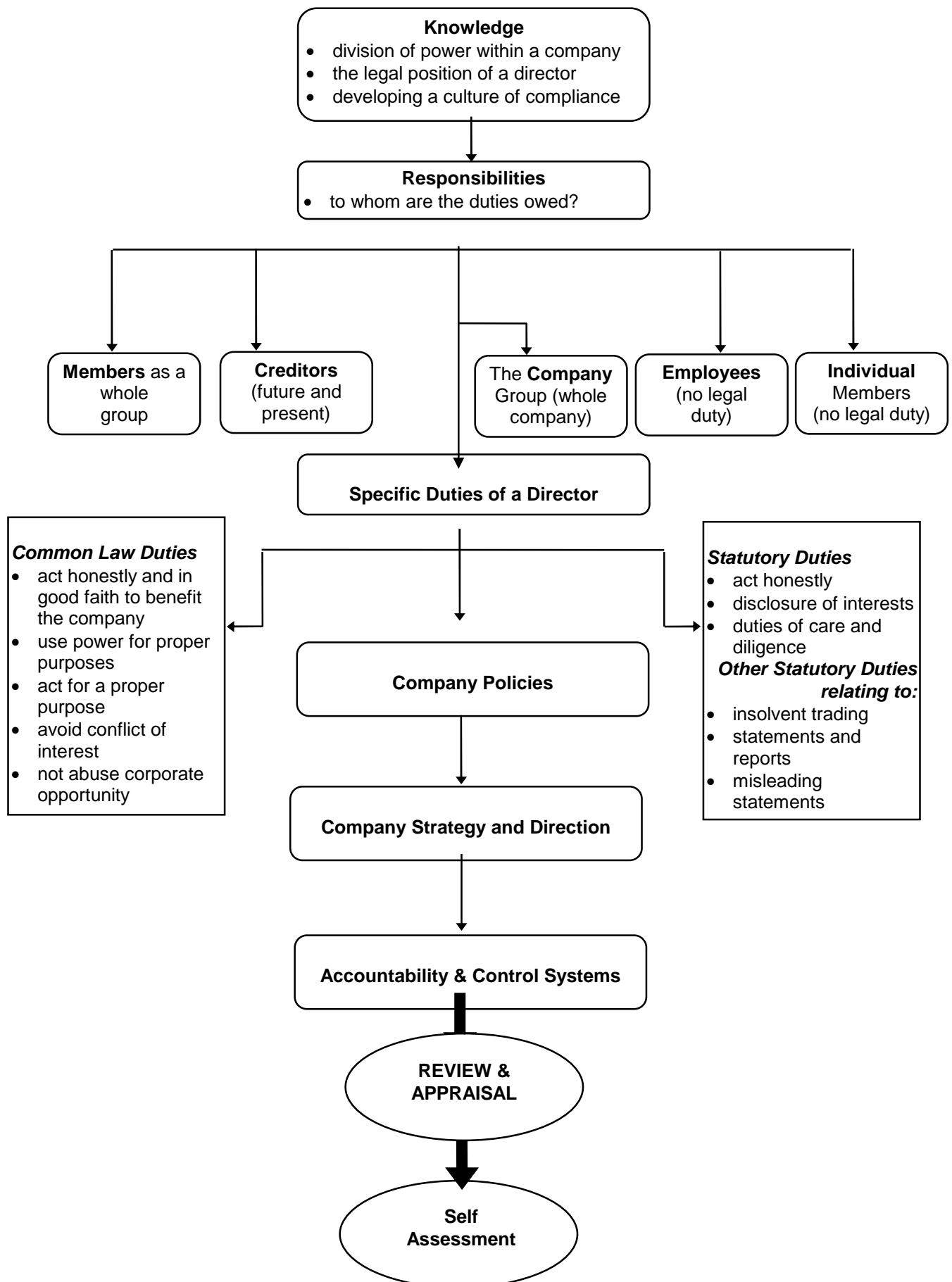


Asic Info Sheet 79



Asic Info Sheet 20

Duties and Responsibilities of Directors and Officers



Board Future Vision

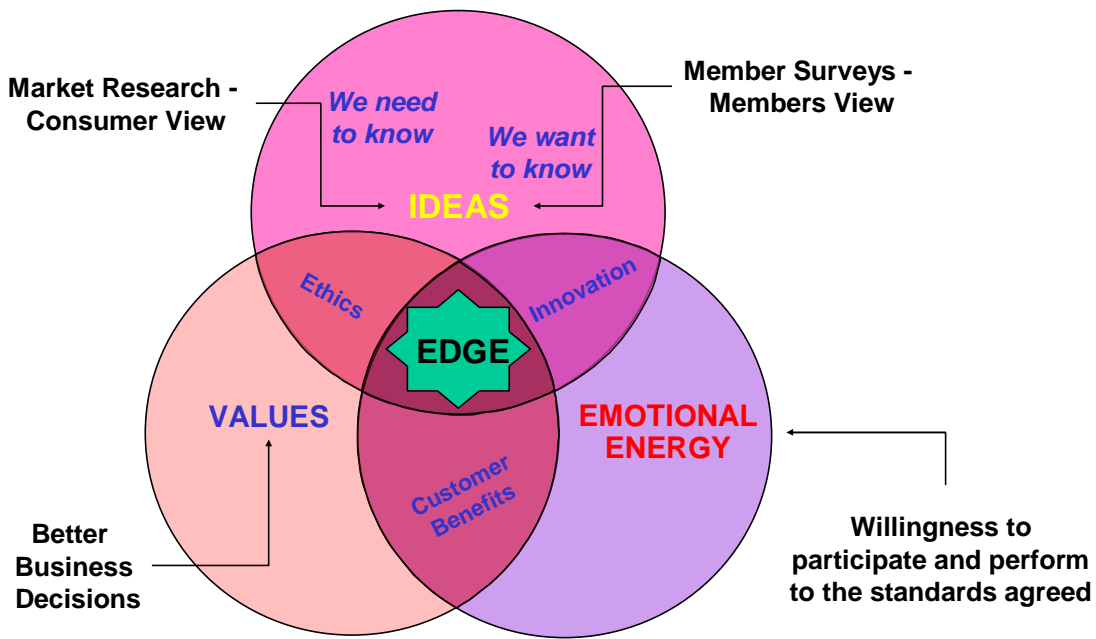
Background comments:

- ◇ It is generally recognised that management should direct at least 15% of their conceptual skill towards the future of the company. This should be reflected in the Strategic Plan, and in terms of the talent pool within the management team;
- ◇ The Board too needs to direct a substantial amount of their time and intellect to the future of the company. In fact, it is generally considered appropriate that up to 45% of Board time is spent on discussing and debating long term business options;
- ◇ It is entirely appropriate for the Board to also involve outside people in this process – mentors, advisers and specialists. Just as management can seek advise from the same sources, so they are available to the directors;
- ◇ Both the Board and management must consider what type of organisation they propose to ‘hand-over’ to their successors. This includes not only financial, organisational and market share outcomes of our stewardship but the very structure, business span and influence of the enterprise;
- ◇ It is not management’s sole role or responsibility to be peering into the future through the fog of the marketplace but for the Board to be also applying their minds to the same task. The difference is time-lines;
- ◇ Management primarily deals with the immediate and the near-to-mid range future. The Board must direct the ship to the event horizon.

Purpose:

- ❖ The purpose of any strategic review is to put up items to the Board that raise issues which, it may want to address, with regard to the long-term future of Noosa Biosphere Ltd.
- ❖ The concepts and ideas should, initially at least be, suggestions only. They are put forward or proposed to spark debate. They should be regarded as neither right nor wrong, but conceptual. They may be either behind the times or way to far ahead for the organisation. Failure to deliver them in the past should not discount them as possibilities for the future.
- ❖ It is really the Boards role to foster and drive this process. It is not appropriate for the Chief Executive to be heavily directing this debate; otherwise the separation of roles is masked.
- ❖ It is also appropriate for the Board to desire to have some discussions among themselves so as not be to unduly influenced by management – at least not in the early stages of discussion on certain issues. Naturally, management must be brought in and involved once an issue gains the confidence of a majority of the directors.

Board Strategic Vision Map - THE EDGE

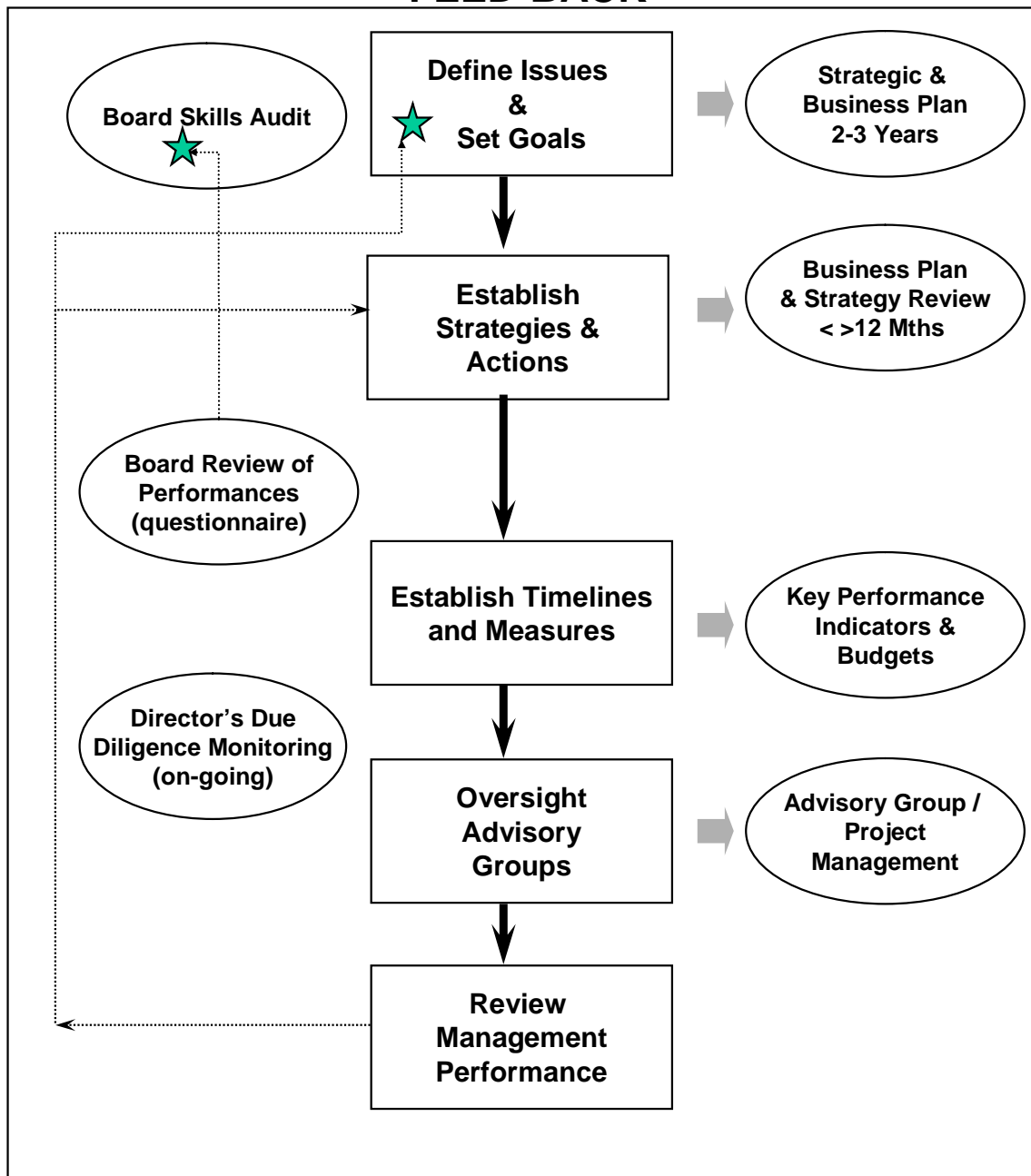


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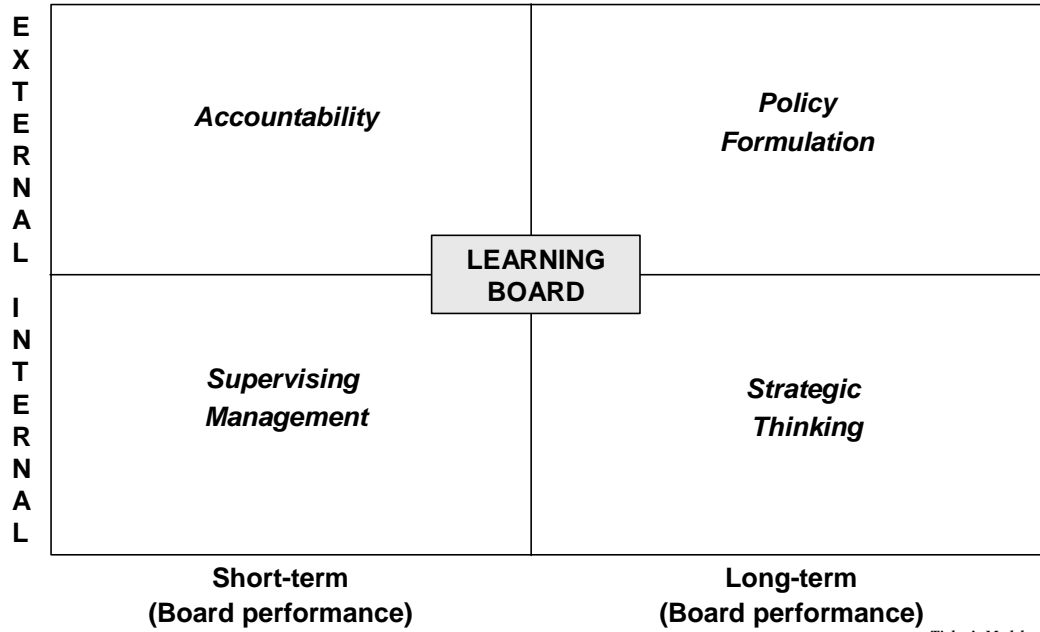
DRAFT - for discussion

Key Issue:				
AIM:	(clear & defined)			
Key Performance Statement	(what will success look like if we handle this strategy well?)			
Key Issues	Actions	KPI - Review	Timeframe	Accountability

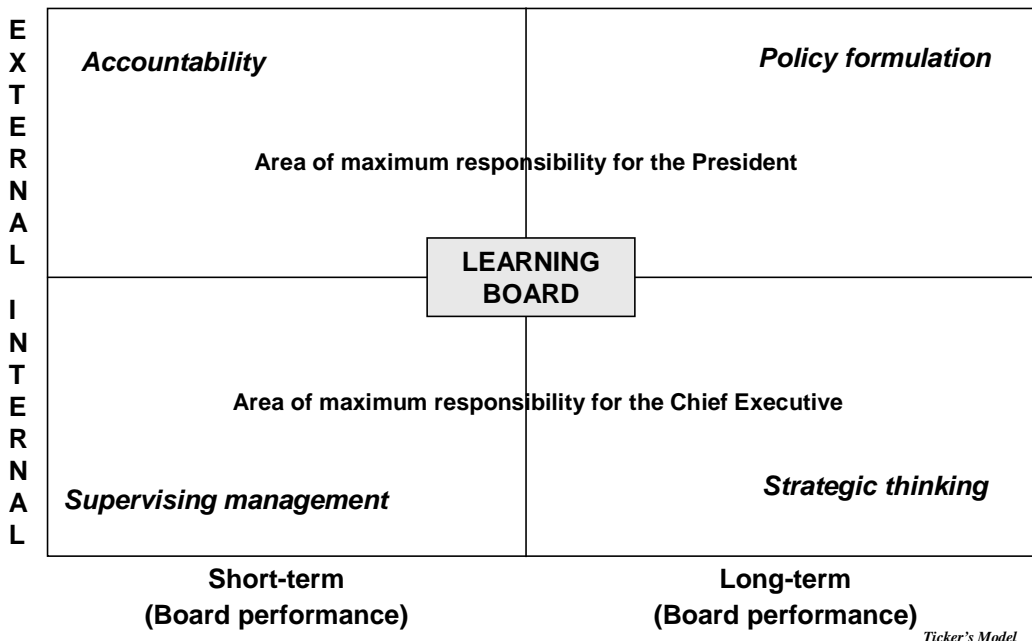
FLOW CHART OF BOARD FEED-BACK



The Simple Learning Board Model



Sharing of the Chairman & Chief Executive Roles



BOARD EVALUATION Self-Checklist - 1 = not performing - 5 = outstanding performance

- The board knows and understands the company’s beliefs, values, philosophy, mission, strategic plan, and business plan, and reflects this understanding on key issues throughout the year.

1 2 3 4 5

- The board members monitor cash flow, profitability, net revenue and expenses, productivity, and other financially driven indicators to ensure the company performs as indicated.

1 2 3 4 5

- The board has and follows procedures for effective meetings.

1 2 3 4 5

- The board monitors company performance with industry comparative data.

1 2 3 4 5

- Board meetings are conducted in a manner that ensures open communication, meaningful participation and timely resolution of issues.

1 2 3 4 5

- The board members are clear about differences between marketing, public relations, sales and marketing.

1 2 3 4 5

- Board members receive timely and accurate minutes; advance written agendas and meeting notices, and clear and concise background material to prepare in advance of meetings.

1 2 3 4 5

- Board members stay abreast of issues and trends affecting the company, and use this information to assess and guide the company’s performance not just year-to-year, but in the long term.

1 2 3 4 5

- Board members evaluate their individual and overall board performance on a periodic basis.

1 2 3 4 5

- Board members comprehend and respect the difference between board’s policy-making role and the Sector Board’s roles.

1 2 3 4 5

- The board reviews and adopts annual capital and operating budgets which are regularly monitored throughout the year.

1 2 3 4 5

- Board goals, expectations and concerns are honestly communicated .

1 2 3 4 5

Board work is ‘brain-on’ rather than ‘hands-on’. GARRETT

BOARD SKILLS AUDIT

COMPETENCY OPTIONS	CORE COMPETENCY¹ (Mark no more than two '2')	SECONDARY COMPETENCY² (Mark no more than two '2')
◇ BOARD EXPERIENCE (Governance)		
◇ ATTRACTIONS INDUSTRY KNOWLEDGE (specific)		
◇ POLITICAL SKILLS (Powerful Networking)		
◇ BUSINESS PLANNING / MANAGEMENT (structure)		
◇ MARKETING (inc PR & Sales/Communications)		
◇ FINANCE		
◇ SECTOR BOARD INTERESTS		
◇ SPONSORSHIP		
◇ LEGAL (inc Branding / Intellectual rights)		
◇ OPERATIONS (HR / Technical / Concessions)		
◇ (OTHER) ³		
◇ (OTHER) ⁴		

¹ Core competency - solid superior strength - used often at a senior level as part of your own operation - you could **lead** in advising the Board in this area.

² Secondary competency - excellent practical knowledge with which to challenge management / Secretariat, other Directors as part of the Board diligence role and monitoring function.

³ /

⁴ Other - enter a skill or competency you believe should be added to the Board mix.

Chair, CEO – Board Evaluation Checklist

1. Has the Chair/CEO met the standards required in the guidelines established by the Board:-

	Disagree		Satisfactory		S. Agree
❖ relating to executive limitations?	1	2	3	4	5
❖ relating to financial management?	1	2	3	4	5
❖ relating to risk management?	1	2	3	4	5
❖ relating to asset protection?	1	2	3	4	5
❖ relating to succession planning?	1	2	3	4	5
❖ relating to due diligence?	1	2	3	4	5
❖ relating to staff management?	1	2	3	4	5

Comments:-

2. Has the Chair/CEO provided sufficient information, in enough detail, to enable a majority of the Board to feel relatively assured that its instructions are being met?

1 2 3 4 5

Comments:-

3. Has the Chair/CEO reasonably interpreted the Board's instructions during the period under review?

1 2 3 4 5

Comments:-

4. Has the Chair/CEO developed and proposed an acceptable forward Strategic Plan which is supported with annual Business Plans, that have the Board's endorsement?

1 2 3 4 5

Comments:-

5. Has the Chair/CEO, fostered an environment within Noosa Biosphere Ltd in which, both members and staff can accomplish their business and professional objectives effectively, thereby giving the organisation a competitive advantage?

1 2 3 4 5

Comments:-

6. Has the Chair/CEO established a set of values against which the internal and external performance of Noosa Biosphere Ltd can be assessed by the Board?

1 2 3 4 5

Comments:-

7. Has the Chair/CEO maintained and increased Noosa Biosphere Ltd's performance during this establishment phase.

1 2 3 4 5

Comments:-

8. Has the Chair/CEO kept the Board informed of anticipated threats to Noosa Biosphere Ltd's survival?

1 2 3 4 5

Comments:-

9. Has the Chair/CEO bolstered Noosa Biosphere Ltd's standing in the community?

1 2 3 4 5

Comments:-

10. Has the Chair/CEO built networks with strategic partners?

1 2 3 4 5

Comments:-

General Comments:-