

MALCOLM ROBERTS

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BOARD PROFILE

I am a Chairman, Non-Executive Director, executive General Manager and Consultant with more than two decades of Australian and international board level experience across the education, resources/mining, manufacturing and service industries. I was a Board Member of the International Montessori Council and Chairman of Brisbane's Montessori School Limited, a public company with 400 demanding shareholders. Here I can demonstrate leadership in stabilising, turning around and then taking the business into financial security through a 50% increase in customer retention and 18% lift in enrolments. As an executive with a University of Chicago Booth MBA I led successful development of Australia's then largest and most complex underground coal mine project. Key performance metrics quickly achieved double those of the next best Australian mines at the time and safety was four times better than the national average. As a consultant across industry sectors I have guided clients to double productivity, restore compliance and set records and have advised boards and executives. Finally, I am a Fellow of the Australian Institute of Company Directors, a Fellow/Senior of the American Society for Quality and a Fellow of the Australian Institute of Management.

BOARD SUCCESSES

Following my executive leadership and results in Atlantic Richfield, a corporate executive from that company approached me to join and lead the board of **Montessori School Limited**.

- As chairman of Montessori School Ltd I drafted and then collaboratively refined board and executive roles and responsibilities that moved the board out of interfering in management and took it into governance, trusteeship and stewardship while clarifying executive authorities.
- Took the business into financial security through a 50% increase in customer retention and 18% lift in enrolments
- Connected the business into an international network of similar businesses and enhanced and broadened relationships with national, state and local bodies and businesses. Accepted invitation to serve on the Board of the International Montessori Council.
- Developed and implemented a system of board committees and governance systems.

NON EXECUTIVE & COMMITTEE EXPERIENCE

Board Member, 2000 – 2008:

International Montessori Council (IMC), USA Global Advisory Board

- Joined the board at the invitation of Tim Seldin, Chairman of the Montessori Foundation and the IMC. Tim is an international authority on Montessori education and school governance.

- Tim's invitation came after learning about what I was doing as Chairman at Brisbane's Montessori School Ltd.
- I assisted the IMC in strategy, in forming board systems and in general advice, spoke on leadership at conferences, built relationships with people outside Montessori School Ltd and promoted Montessori education.

Chairman of the Board / Non-Executive Director, May 1999 – March 2003:

Montessori School Limited (trading as Brisbane Montessori School).

A unique and highly respected private school having 330 enrolments and with highly demanding shareholders and stakeholders. Closely held public company with full corporate accountability to ASIC and regulatory compliance to Queensland state government.

- I stabilised, turned around and then took the business into financial security through a 50% increase in customer retention and 18% lift in enrolments. I then successfully drove new services.
- Developed board governance systems and documents that guided the board away from interfering in management and into governance, stewardship and trusteeship.
- Built leadership and improved customer focus and service delivery across the business leading to enhanced reputation and morale.
- Improved accountability of staff, executive and customers.
- Implemented an annual business review and strategic planning system tied to a board meeting schedule and an objective performance feedback and development system that directors and executives welcomed for improving our effectiveness.
- Chaired board meetings and managed board discussions.
- Initiated and guided development of a process-based measurement, analysis and reporting system for the Board and the business. This developed teamwork and accountability among directors and the executive.
- Built a solid relationship with the chief executive; developed his leadership and interaction skills; became his sounding board; provided personal mentoring while supporting his efforts; guided his work; and, held him accountable.
- Managed recruitment of new directors to ensure breadth of skills and continuity.
- Instituted and personally led customer listening and feedback sessions and personally initiated staff listening and feedback sessions. These became the foundation for focussing and uniting the business on customer service and satisfaction.
- The International Montessori Council praised and then shared our school's governance systems with its member schools and organisations globally.

Member, 1987:

NSW Technical Exchange and Commercialisation Mission to Guangdong province, China

- NSW industry selected me to be part of a four-person mission to share technology and methods with mines and equipment manufacturers in Chinese industry.
- Demonstrated technology to business and government leaders.

**EXECUTIVE BOARD
EXPERIENCE**

As a consultant I have advised boards, directors and executives including managing directors and company presidents. As an executive I reported to an international joint-venture board.

EXECUTIVE EXPERIENCE

Co-Founder and Principal, 1994 – Present:

Conscious Pty Ltd (trading as Catalyst for Corporate Performance), Brisbane, Australia
www.conscious.com.au/services-home.html

Providing operations leadership under contract, advising executives and directors, troubleshooting in Australian and overseas clients. Examples include:

- Operations general management under contract in New Zealand at Solid Energy's Spring Creek business where I reconfigured and led the management and workforce. We doubled core process productivity, set a New Zealand production record and restored statutory compliance.
- At an American client, Iluka USA, I advised the company President on strategy and operations and assisted the management team with implementation at production sites in Florida and Virginia. My methods led directly, for example, to reducing by more than half the time to replace key production equipment during maintenance and to sustained large increases in accountability and productivity.
- At an internationally prominent Australian university I investigated and advised on executive performance in a sensitive and troubling confidential issue. The Vice Chancellor fully implemented my succinct and direct report.
- At Glencore's Cumnock business in NSW I guided the client's leadership to double core process productivity and reduce capital employed. This was achieved as an advisor combined with active stints as manager within the operations leadership team as needed for implementation.
- At Consolidated Rutile's Queensland operations I advised the leadership team and assisted with implementation in improving leadership and business productivity. Adoption of my methods led to an immediate 20% increase in productivity at CRL's oldest processing plant and substantial improvements in productivity, response time, reliability, quality, accountability and performance at all production sites.
- Clients include **USA:** DuPont, Iluka; **New Zealand:** Solid Energy, Couer Gold; **India:** Caterpillar; **Australia:** Graincorp, NSW government, James Cook University, Henty Gold, Consolidated Rutile, Alcan Gove and Montreal staff, Xstrata, MIM, Shell, Iluka, Montessori, Eltin Contractors, Oakbridge, Goldfields Ltd.
- Advised Boards and executives including managing directors and company presidents.
- Culture change: applied project management tools to strategically plan, implement and track culture change and then purposefully redesigned basic and secondary systems that drive behavior to change attitudes and culture.
- Measurement•Analysis•Reporting system: Client performance improvements were achieved using proven 7-step continuous improvement methodology and process-based Measurement•Analysis•Reporting systems. These measure variation to develop understanding for improving core processes while reducing operational and commercial risk and increasing reliability, morale and accountability—resulting in sustainable higher productivity and profits.
- Provided comprehensive strategic and operational performance improvement by redeploying capital and building competitive advantages to achieve more with less.
- Lived and worked in five Australia states, eight American states, New Zealand, India.

General Manager, 1990 – 1993:

**Atlantic Richfield Co (Gordonstone Joint Venture – American-Australian-Japanese),
Brisbane and Emerald, Qld, Australia**

- Reported to Joint Venture board. Managing partner Atlantic Richfield's rigorous appraisal system repeatedly rated my performance as "Exceeds Expectations."
- Led Australia's largest underground coal project through construction, commissioning and operation to record-breaking production and safety in only 3 years.
- In first year of operation became Australia's first longwall production face to achieve 4 million tonnes per annum—25% higher than Australia's record and double Australia's previous best in weak rock strata. The next year it was the first to produce 5 mtpa.
- Initiated the strategy, design and negotiation of Australian coal industry's first modern site-based union award in highly complex project and demanding physical environment.
- Recruited and prepared 500 people in 15 months using innovative methods and respected leadership to drive 99% retention at a time of industry expansion.
- Pioneered a transformative and highly productive culture.

Details of preceding business and leadership roles on request.

Project Leader, 2011 – Present:

The Galileo Movement, Australia

- Recruited to lead The Galileo Movement www.galileomovement.com.au to build internationally recognised media and advocacy campaign holding agencies, politicians, and journalists accountable for climate data and reporting. I am responsible to co-founders and directors.
- Body of personal work www.climate.conscious.com.au recognised as arguably the most comprehensive of its type globally.
- Took empirical scientific evidence to the fore of the national and international discussion in this politically entrenched issue.
- Internationally renowned palaeoclimatologist, the late Professor Bob Carter stated in writing that my February 2015 report to cabinet ministers Senator Simon Birmingham and Bob Baldwin MP is "a wonderful summary brief" and "simply amazing."
- Internationally eminent Canadian climatologist Professor Tim Ball confirmed my October 2015 practical summary of the empirical evidence as scientifically accurate.
- Quality of research and persistence led to my advice being sought by Parliamentarians.
- Developed understanding of governmental and political processes.
- Refined and extended effective public speaking experience engaging with large crowds and confidential groups.
- Successful media experience across electronic and print media. Defined criteria for social media and oversaw its rise into reportedly the world's largest following for our type of group.

EDUCATION & PROFESSIONAL DEVELOPMENT

TERTIARY QUALIFICATIONS

- 1990 MBA, The University of Chicago Booth School of Business, USA
- 1976 BE (Honours, Mining), University of Queensland

PROFESSIONAL DEVELOPMENT

- 2015 Directors Master Class, Board Direction.
- 2015, 1990 Formal media training.
- 2014 Chairmanship Course, Australian Institute of Company Directors (AICD).
- 2004 Company Directors Course, AICD.
- 1999 ongoing Extensive personal inner exploration and development of consciousness together with research into the primary drivers of human behaviour
- 2015 Site Senior Executive Certificate Coal Mining, Qld, Australia.
- 1983 First Class Mine Manager's Certificates of Competency NSW and Qld.

EXTRA-PROFESSIONAL EXPERIENCE & INTERESTS

MEMBERSHIPS

- Fellow Australian Institute of Company Directors
- Fellow Australian Institute of Management
- Fellow/Senior American Society for Quality (incl Australian Quality Society)
- Member The Australasian Institute of Mining and Metallurgy
- Member Association for Manufacturing Excellence (USA)
- Member Society for Mining, Metallurgy and Engineering (USA)
- Member The Institute of Materials, Minerals and Mining IOM3 (UK)
- Member Australian Mine Managers Association
- Member Board Direction

PERSONAL INTERESTS

- Water skiing, snow skiing, reading, gardening, travel, exploring and developing personal consciousness

REFEREES

- Graeme Sloan, Managing Director.
- Tim Seldin, President of International Montessori Council.
- Maurice Newman AO, Public Company Chairman and Non Executive Director.
- John Smeed, retired founder, leader and director of major national and international industrial air-conditioning manufacturer and founder of The Galileo Movement.
- Bruce Powell, former Director, Montessori School Limited.
- Cate Crombie, communication specialist.
- Neville Sneddon, Chairman of Australian listed company and director of New Zealand and Australian companies. Formerly led a major global company's Australian business. Contact details and more referees available on request.