



# **Dairy Industry Service Reform Act 2003**

I, WARREN TRUSS, Minister for Agriculture, Fisheries and Forestry, acting under subsection 9 (4) of the *Dairy Service Reform Act 2003*, approve the copy of the constitution attached hereto.

Dated 2003

Minister for Agriculture, Fisheries and Forestry



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# Constitution of Dairy Australia Limited

ABN 48 807 469 331

## **NOTE**

This constitution and the *Corporations Act 2001* (Cth) set out the legal framework for the governance of this company. This document includes notes that signpost provisions of the Corporations Act that are relevant to this constitution. The notes are not part of the constitution, and may not take account of amendments to the Corporations Act after the constitution takes effect.

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**CONSTITUTION OF DAIRY AUSTRALIA LIMITED**  
**ABN 48 807 469 331**

**PRELIMINARY**

**1. COMPANY LIMITED BY GUARANTEE**

**1.1 Status of company as company limited by guarantee**

The company is limited by guarantee.

**1.2 Limited liability of members (guarantee)**

The liability of members is limited as follows: if the company is wound up:

- (a) each member at the time the winding up starts; and
- (b) each person who, at any time in the 12 months before the winding up started, was a member;

undertakes to contribute to the assets of the company up to an amount not exceeding \$2 for payment of the debts and liabilities of the company, including the costs of the winding up.

**2. REPLACEABLE RULES**

All the replaceable rules referred to in the Corporations Act section 141 are displaced by this constitution.

Note The Corporations Act sets out a number of rules that apply as rules in a company's constitution unless the company's constitution replaces them. This constitution replaces all of those Corporations Act rules.

**3. INTERPRETATION**

**3.1 Definitions**

The following definitions apply in this constitution.

**annual report** means the report for each financial year required to be given to members under the Corporations Act sections 314 and 315.

Note The Corporations Act sections 314 and 315 set out what must be in the annual report to members.

Note The Corporations Act section 317 requires the annual report etc to be tabled at the AGM.

**Board** means the directors acting collectively under this constitution.

**company** means the company named at the beginning of this constitution, whatever its name is for the time being.

**Corporations Act** means the *Corporations Act 2001* (Cth) and the subordinate legislation and instruments made under that Act.

**dairy farm enterprise** means a business in Australia that delivers market milk or manufacturing milk as defined in the Dairy Produce Act Schedule 2.

**Dairy Produce Act** means the *Dairy Produce Act 1986* (Cth) and the subordinate legislation and instruments made under that Act, as in force after the conversion time.

Note The Dairy Produce Act section 3 (1) says that the conversion time is the time when Dairy Australia is registered as a Corporations Act company.

**director** means a person who is, for the time being, a member of the board of directors of the company.

**first purchaser** has the same meaning as in the Levy Collection Act.

**industry services body** means the industry services for the purposes of the Dairy Produce Act.

**levy** means levy imposed by or under the *Primary Industries (Excise) Levies Act 1999* (Cth) as dairy service levy, Corporation levy, promotion levy or research levy but not amounts of penalty (if any) payable under the Levy Collection Act in relation to any of those levies.

Note Penalties (such as for late payment) are excluded.

**Levy Collection Act** means the *Primary Industries (Excise) Levies Collection Act 1999* (Cth).

**general meeting** means a meeting of members of the company.

Note It includes the AGM and any extraordinary general meetings (EGMs).

**Group A member** means a person whose name is entered in the register of members as a Group A member of the company.

**Group B member** means a person whose name is entered in the register of members as a Group B member of the company.

**Managing Director** means a person appointed as managing director under rule 30.

**member** means a Group A member or a Group B member.

**Minister** means the Minister for the time being administering Part II of the Dairy Produce Act.

**nominated member** means:

- (a) for a member that consists of 1 person—that person; and
- (b) for a member that consists of more than 1 person—the person identified in the application for membership as the nominated member and identified as such in the register.

**ordinary resolution** means a resolution passed at a general meeting other than a special resolution.

Note The Corporations Act section 9 says that to pass a special resolution, notice of the resolution has to have been given at least 21 days before the meeting, and the votes in favour must be at least 75% of the votes cast by members entitled to vote on the resolution.

**plan** means a plan made as mentioned in rule 18.

**register of members** means the register of members kept as required by the Corporations Act sections 168 and 169.

**secretary** means, during the term of that appointment, a person appointed as a secretary of the company in accordance with this constitution.

**selection committee** means a selection committee appointed under rule 28.

**voting entitlements register** means the register kept as mentioned in rule 12.1.

### 3.2 **Corporations Act meanings to apply**

Words and expressions not defined in rule 3.1 have the same meanings as they have in a similar context in the Corporations Act.

### 3.3 **Dairy Produce Act meanings to apply**

So long as the company is the industry services body for the purposes of the Dairy Produce Act, words and expressions not defined in rule 3.1 or in the Corporations Act have the same meanings as in the Dairy Produce Act.

### 3.4 **Interpretation of this constitution**

Headings and notes are for convenience only, and do not affect interpretation.

The following rules also apply in interpreting this constitution, except where the context makes it clear that a rule is not intended to apply.

- (a) A reference to:
  - (i) legislation (including subordinate legislation) is to that legislation as amended, modified in relation to the company, re-enacted or replaced, and includes any subordinate legislation issued under it;
  - (ii) a document or agreement, or a provision of a document or agreement, is a reference to that document, agreement or provision as amended, supplemented, replaced or novated;
  - (iii) a person includes a reference to an executor, administrator or successor in law of the person;
  - (iv) anything (including a right, obligation or concept) includes each part of it.
- (b) A singular word includes the plural, and vice versa.
- (c) A word that suggests 1 gender includes the other genders.
- (d) If a word is defined, another part of speech has a corresponding meaning.

- (e) If an example is given of anything (for example, a right, obligation or concept), for example, by saying it includes something else, the example does not limit the scope of the thing.
- (f) The word **agreement** includes an undertaking or other binding arrangement or understanding, whether or not in writing.
- (g) A power to do something includes a power, exercisable in the like circumstances, to revoke or undo it.
- (h) A reference to a power is also a reference to authority or discretion.
- (i) A reference to something being **written** or **in writing** includes that thing being represented or reproduced in any mode in a visible form.

#### 4. **RESTRICTION ON MODIFYING THIS CONSTITUTION**

So long as the company is the industry services body, a special resolution to modify this constitution is of no effect unless the Minister has approved the modification in writing.

Note See the Corporations Act section 136 (3).

### **OBJECTS**

#### 5. **OBJECTS OF THE COMPANY**

##### 5.1 **Objects**

The objects of the company are:

- (a) to promote the development of Australian dairy resources; and
- (b) to contribute to the promotion and development of the Australian dairy industry and Australian dairy produce by:
  - (i) carrying out research, development and extension activities for the benefit of the Australian dairy industry and the Australian community generally; and
  - (ii) carrying out activities to develop the Australian national market for, and international trade in, Australian dairy produce; and
  - (iii) providing information and other services; and
  - (iv) carrying out other activities for the benefit of the Australian dairy industry; and
- (c) to act as industry services body for the purposes of the Dairy Produce Act.

##### 5.2 **Application of income and property**

Subject to rules 5.3, 5.4, 32 and 37, the company must apply its income and assets solely towards promoting the objects of the company, and no part of its income or assets may be paid or transferred directly or indirectly by way of dividend, bonus or otherwise to members.

### 5.3 **Certain payments allowed**

Rule 5.2 does not prevent:

- (a) the payment of reasonable remuneration to an officer or employee of the company, a member or another person in return for services rendered to the company; or
- (b) the company paying to a member:
  - (i) interest on money lent by the member to the company at a rate not exceeding a rate charged by Australian banks for overdrawn accounts; or
  - (ii) a reasonable amount for goods or services supplied by the member to the company in the ordinary course of business; or
  - (iii) reasonable rent for premises leased by the member to the company; or

### 5.4 **Certain arrangements allowed**

Rule 5.2 does not prevent the company paying to a member, or providing any of its assets to a member, by way of grant, or in accordance with arrangements between the member and the company (whether or not there are other parties to the arrangement), being grants or arrangements for the purpose of activities of a kind mentioned in rule 5.1(b)(i), if the grant, or the arrangements, are made or entered into in the ordinary course of the company's business and on terms that are the same as, or are not materially different from, those on which grants and arrangements of a similar kind are made with persons who are not members.

## 6. **PROHIBITION OF AGRI-POLITICAL ACTIVITIES**

So long as the company is the services body, it must not knowingly engage in, or support, directly or indirectly, financially or otherwise, political campaigning or political funding.

## **THE MEMBERS**

### *Membership*

## 7. **FIRST MEMBERS**

The first members of the company are those who have agreed to be members. They are Group A or Group B members as set out in the instrument of agreement.

## 8. **CLASSES OF MEMBERSHIP AND QUALIFICATION**

### 8.1 **Classes of members**

There are to be 2 classes of members: Group A members and Group B members.

### 8.2 **Qualifications for Group A membership**

A person is qualified to be a Group A member for a financial year if:

- (a) levy was paid directly to the Commonwealth on account of the person's liability for levy in respect of either the financial year concerned or the previous financial year; or
- (b) the first purchaser of dairy produce from the person paid amounts to the Commonwealth on account of the person's liability for levy in respect of either the financial year concerned or the previous financial year.

Note See Levy Collection Act sections 7 and 9.

### 8.3 **Qualifications for Group B membership**

A person is qualified to be a Group B member if:

- (a) the person is a body corporate; and
- (b) the body's objects are or include representing the Australian dairy industry or a significant sector of the Australian dairy industry; and
- (c) either:
  - (i) under the body's constitution, all participants in the Australian dairy industry, or all participants in that sector of the Australian dairy industry the body represents, are entitled to be members of, or affiliated with, the body; and
  - (ii) a substantial proportion of the participants in the Australian dairy industry, or a substantial proportion of the participants in that sector of the Australian dairy industry the body represents, are members of or affiliated with the body;or
  - (iii) under the body's constitution, all peak representative organisations for the Australian dairy industry, or all peak representative organisations in that sector of the Australian dairy industry the body represents, are entitled to be members of, or affiliated with, the body; and
  - (iv) a substantial proportion of the peak representative organisations for the Australian dairy industry, or a substantial proportion of the peak representative organisations in that sector of the Australian dairy industry the body represents, are members of or affiliated with the body; and
- (d) the body is in a sound financial position.

## 9. **ADMISSION TO MEMBERSHIP**

### 9.1 **Group A members**

Subject to this constitution, the Board may, on application, admit a person to membership as a Group A member in respect of the dairy farm enterprise in which the person has an interest.

## 9.2 Where 2 or more dairy farm enterprises

A person who is admitted as a Group A member in respect of 2 or more dairy farm enterprises may be admitted separately in respect of each enterprise.

Note For example, a company that carries on 1 dairy farm enterprise by itself, and is a partner in another dairy farm enterprise, will have 2 memberships.

Note The Corporations Act section 169 (8) says that, in a company limited by guarantee, 2 or more persons who have given a guarantee jointly are taken to be a single member of the company. Partnerships and other joint parties who become members therefore only hold a single membership, even though each of the joint guarantors (members of the partnership) may be listed in the register.

## 9.3 Group B members—application to be supported

An application for Group B membership is not valid unless supported by at least 100 Group A members.

## 9.4 Dealing with applications for Group B membership

If a person applies to be a Group B member:

- (a) the Board must consider the application; and
- (b) if the Board determines that the applicant satisfies the criteria set out in rule 8.3, the Board must put the application to the next general meeting and formally move as an ordinary resolution at that meeting that the applicant be admitted as a Group B member; and
- (c) if but only if the resolution is passed, the Board must admit the applicant as a Group B member.

Note The Board may comment on an application, and does not have to support it.

## 9.5 Form of application

The form of application is to be as the Board prescribes.

# 10. CEASING TO BE A MEMBER

## 10.1 Resigning as a member

A member may resign from the company by giving written notice to the Board.

## 10.2 Group A members—no levy payments

A Group A member who ceases to be qualified as mentioned in rule 8.2 ceases to be a member and the Board must remove his or her name from the register of members as soon as practicable after becoming aware of the matter.

Note The Corporations Act section 169 requires the company to keep a members register, and sets out what must be in it.

## 10.3 Group B members—lack of qualification

A Group B member that ceases to satisfy the requirements of rule 8.3(a) or 8.3(b) ceases to be a member and the Board must remove its name from the register of members as soon as practicable after becoming aware of the matter.

Note If a Group B member ceases to meet the qualification in rule 8.3(d) (which relates to financial soundness) or 8.3(c) (that is, ceases to be representative), the Board or Group A members may move a special resolution to remove it as a member: see rule 10.6 and Corporations Act section 249N.

#### 10.4 **Board may expel members for non-compliance etc**

The Board may, by resolution, expel from the company a member on the ground that the member:

- (a) has not complied, or is not complying, with this constitution or any by-laws, rules or regulations of the company; or
- (b) has acted in a way that, in the opinion of the Board, is prejudicial to the interests of the company.

The member's name must be then be removed from the register of members.

#### 10.5 **Notice etc required**

The Board must not act under rule 10.4 unless:

- (a) at least 21 days before the resolution is passed, the Board gave a written notice to the member stating the following:
  - (i) the allegations against the member;
  - (ii) the proposed resolution for the member's expulsion;
  - (iii) that the member has an opportunity at the directors meeting at which the resolution will be put to address the allegations either orally or in writing;
  - (iv) that, if the member notifies the secretary in writing at least 48 hours before the meeting, the member may elect to have the matter dealt with by a general meeting; and
- (b) the member has not notified the secretary as mentioned in rule 10.5(a)(iv); and
- (c) any matter put to the Board by the member in response to the notice has been considered by the Board.

#### 10.6 **Power to remove members by resolution**

The company must expel a member and the member's name must be removed from the register of members if:

- (a) in the case of a Group A member—an ordinary resolution is passed at a general meeting that the member cease to be a member; or
- (b) in the case of Group B member—a special resolution is passed at a general meeting that the member cease to be a member.

A vote must be taken by poll.

Note The resolution could be on any ground.

#### 10.7 **No claim**

Expulsion from the company does not itself give rise to a claim on the company, its funds or its property.

## 11. VOTES OF MEMBERS

Note Rule 11 replaces section 250E (2).

### 11.1 Group B members not entitled to vote

A Group B member is not, by virtue of that membership, entitled to vote on a resolution at a general meeting.

### 11.2 Number of votes allocated to Group A members

A Group A member is entitled (subject to this constitution and the Corporations Act) to cast, at a general meeting, the number of votes shown in the voting entitlements register as allocated to it for the relevant financial year.

Note The Corporations Act sections 224 (1) and 225 (1) say that, in the case of certain related party transactions, the votes of the related parties are not to be counted.

Note The Corporations Act section 169 (8) says that, in a company limited by guarantee, 2 or more persons who have given a guarantee jointly are taken to be a single member of the company. Partnerships and other joint parties who become members therefore only hold a single membership, and only have 1 allocation of votes. The Corporations Act section 250H says that these votes need not all be cast in the same way, so, for example, a partnership could "split" its votes on a resolution to reflect differing views within the partnership. See also rule 16 and the notes to it, about proxies and attorneys.

### 11.3 Board to allocate votes to Group A members

The Board must determine the number of votes to which a Group A member is entitled for a financial year, in accordance with this constitution.

### 11.4 Basis of allocating votes to Group A members

The Board must determine the number of votes to which a Group A member is entitled by allocating 1 vote for each whole dollar paid as levy in respect of the member in respect of the financial year immediately before the financial year in which the determination is made. For this purpose the Board may, without further inquiry, rely on information provided to the company under section 27 (3A) of the Levy Collection Act.

Note Section 27 (3A) of the Levy Collection Act authorises the Levies and Revenue Service of the Commonwealth Department of Agriculture, Forestry and Fisheries to give levy data to the company, so long as it is the industry services body.

### 11.5 Notice and review of allocation of votes

- (a) At least once in each financial year, and before the AGM to be held in that year, the Board must give each Group A member a written notice:
  - (i) setting out the Board's determination of the number of votes to which the Board has determined the member is entitled for the financial year; and
  - (ii) stating that the member may ask for a review of the determination within 21 days after the date of the notice.
- (b) If the member asks for such a review within the 21 days, the Board must review the determination, taking into account any matter put to the Board by the member, and confirm the determination, or make a fresh determination under rule 11.3. The

confirmation or fresh determination must be made within 1 month after the request for review, and the member must be notified accordingly.

**11.6 Determinations conclusive**

- (a) A determination made under rule 11.3 is conclusive if no request for review is made by the end of the 21 days mentioned in clause 11.5(b).
- (b) A determination confirmed or made under rule 11.5(b) is conclusive.

**11.7 Where company not industry services body**

Rules 11.2 to 11.6 inclusive apply only while the company is the industry services body. If the company ceases to be the industry services body, each Group A member is entitled (subject to this constitution and the Corporations Act) to cast, at a general meeting, the number of votes shown in the voting entitlements register as allocated to the member immediately before the company ceased to be the industry services body.

Note The Corporations Act sections 224 (1) and 225 (1) say that, in the case of certain related party transactions, the votes of the related parties are not to be counted.

**12. VOTING ENTITLEMENTS REGISTER**

**12.1 Register**

As well as the register of members that the Corporations Act requires the company to keep, the Board must cause a register (**voting entitlements register**) to be kept of the number of votes allocated to each Group A member for the then current financial year.

**12.2 Voting entitlement information confidential**

The company must not use nor disclose to any person information on the voting entitlements register unless the use or disclosure is:

- (a) required by law; or
- (b) made for the purposes of the conduct of, or voting at, a general meeting.

**13. CONSULTATION PROCEDURES FOR GROUP B MEMBERS**

**13.1 Board to formulate procedures**

The Board, in consultation with Group B members, must formulate and give effect to procedures for consultations with Group B members (including in those cases where consultation is required by this constitution).

**13.2 Content of procedures**

The procedures must include provision for the following:

- (a) consultation arrangements;
- (b) meeting the reasonable expenses of Group B members in considering plans and participating in the consultations.

## *General meetings*

### 14. GENERAL MEETINGS

- Note There must be at least 1 general meeting held each year (the annual general meeting (**AGM**)). The first AGM must be held within 18 months after registration. Thereafter, AGMs must be held within 5 months after the end of the financial year: Corporations Act section 250N.
- Note A general meeting can be an AGM or an "extraordinary general meeting" (EGM). Because the first AGM does not have to be held until 18 months after registration of the Company, it is likely that the first general meeting called by the Board will be an EGM. The notice of meeting will clearly say whether a general meeting is an AGM or an EGM.
- Note The Corporations Act section 250R sets out the minimum business for an AGM. The Corporations Act does not set out the business for an EGM.

#### 14.1 Calling general meetings

A general meeting may be convened at any time by the Board or a director.

- Note Rule 14.1 replaces the Corporations Act section 249C.
- Note The Corporations Act sections 249D says that a general meeting must be held if 100 members, or members with at least 5% of the votes that can be cast at the meeting, ask for it. The Board has to call the meeting within 21 days after the request and the meeting itself must be held within 2 months.
- Note The Corporations Act section 249F says that, in any case, members who hold at least 5% of the votes that can be cast at a general meeting can call and arrange to hold a general meeting themselves.

#### 14.2 Group B and non-voting members entitled to notice of general meeting

Written notice of a general meeting must be given individually to members who are not entitled to vote at the meeting.

- Note The Corporations Act section 249J (3) says that notice of a general meeting can be given personally, or by post to the members' registered address, or by fax or e-mail. See also rule 43.
- Note The Corporations Law sections 249J and 249K say that the directors, the auditor and the members who are entitled to vote (Group A members) must be given notice of the meeting.
- Note The Corporations Act section 249L sets out what a notice of meeting must contain.

#### 14.3 Period of notice

The minimum period of notice for a general meeting is 28 days.

- Note The Corporations Act section 249H (2) sets out when a general meeting can be held on short notice.

#### 14.4 Postponement or cancellation

The Board may postpone, cancel or change the place for a general meeting by written notice given individually to each person entitled to be given notice of the meeting.

- Note The Corporations Act section 249D says that the Board must call a general meeting if 100 members, or 5% of the Group A

members, ask. The meeting must be held within 2 months, so it cannot be postponed beyond that time.

Note This rule 14.4 does not cover general meetings under the Corporations Act section 249F, which covers meetings members call and arrange themselves.

Note This rule 14.4 does not override Corporations Law section 250N, which sets out when the AGM must be held.

Note See also rule 14.6.

#### 14.5 **Fresh notice**

If a general meeting (the **original meeting**) is postponed or adjourned for 1 month or more, the company must give new notice of the resumed meeting individually to each person entitled to be given notice of the original meeting.

Note Rule 14.5 replaces the Corporations Act section 249M.

#### 14.6 **Notice to joint members**

Notice to joint members need only be given to nominated member.

Note The Corporations Act section 169 (8) says that, in a company limited by guarantee, 2 or more persons who have given a guarantee jointly are taken to be a single member of the company. Partnerships and other joint parties who become members therefore only hold a single membership, and thus only receive 1 notice.

#### 14.7 **Accidental omission**

The accidental omission to give notice to, or the non-receipt of notice by, any of those entitled to it does not invalidate a resolution passed at a general meeting.

### 15. **PROCEEDINGS AT GENERAL MEETINGS**

Note The Corporations Act section 249R says that general meetings must be held at a reasonable time and place.

Note The Corporations Act section 249S says that a general meeting can be held using any technology (such as video conferencing), provided that it gives the members as a whole a reasonable opportunity to participate in the meeting.

Note The Corporations Act Part 2G.2 Division 4 sets out Group A members' entitlements to put resolutions etc at general meetings.

#### 15.1 **Group B members may move resolutions**

A Group B member may give the company notice of a resolution that it proposes to move at a general meeting. The provisions of the Corporations Act to do with moving resolutions at general meetings apply, as provisions of this constitution, changing what needs to be changed, in relation to such a resolution.

Note The Corporations Act Part 2G.2 Division 4 provides for matters such as notice of resolutions and distribution of accompanying statements.

#### 15.2 **Member present at general meetings**

A member that has appointed a proxy or attorney or (in the case of a member that is a body corporate) a representative to act at a general meetings is taken to be present at a general meeting at which the proxy, attorney or representative is present.

### 15.3 Quorum

- (a) The quorum for a general meeting is 50 Group A members present in person or by proxy, attorney or representative.
- (b) An individual present may only be counted once toward a quorum.
- (c) If a member has appointed more than 1 proxy or representative, only 1 of them may be counted towards a quorum.

Note Rule 15.3 replaces the Corporations Act sections 249T (1) and (2).

### 15.4 Quorum not present

If a quorum is not present within 15 minutes after the time for which a general meeting is called:

- (a) if the meeting was called as a result of a request of members under the Corporations Act section 249D—the meeting is dissolved; and
- (b) in any other case:
  - (i) the meeting is adjourned to:
    - (A) the same time on the same day in the next week at the same place; or
    - (B) if the Board notifies members before that day of some other day, time or place for the meeting—as so notified; and
  - (ii) if a quorum is not present at the adjourned meeting, the meeting is dissolved.

Note Rule 15.4 replaces the Corporations Act section 249T (3) and (4).

Note The Corporations Act section 249D says that the Board must call a general meeting if 100 members, or 5% of the Group A members, ask.

### 15.5 Chairing meetings of members

If the Board has appointed a director to chair Board meetings, that director is to chair general meetings. If:

- (a) there is no director whom the Board has appointed to chair Board meetings; or
- (b) that director is not present at the time for which a general meeting is called, or declines to chair the meeting;

the Group A members present must elect a director or other person present to chair the meeting.

Note Rule 15.5 replaces the Corporations Act section 249U (1) to (3).

### 15.6 Attendance at meetings of members

Every member, and every director, has the right to attend all general meetings.

Note The Corporations Act section 249V says that the company's auditor has the right to attend any general meeting and to speak on any part of the business of the meeting which concerns the auditor in the capacity of auditor.

### 15.7 **Adjournment**

The person chairing a general meeting at which a quorum is present may adjourn it to another time and place. He or she must do so if directed by ordinary resolution of the meeting.

Note Rule 15.7 replaces the Corporations Act section 249U (4).

### 15.8 **Business at adjourned meetings**

The only business that may be transacted at a general meeting resumed after an adjournment is the business left unfinished immediately before the adjournment.

Note Rule 15.8 replaces the Corporations Act section 249W (2).

## 16. **PROXIES, ATTORNEYS AND REPRESENTATIVES**

Note The Corporations Act Part 2G.2 Division 6 lays down most of the procedures for the use of proxies.

Note The Corporations Act section 249X says that a Group A member can appoint up to 2 proxies. Group B members, who do not have a vote, cannot appoint proxies.

Note A proxy need not be a member.

Note Proxies have the same rights as Group A members.

Note The Corporations Act section 250A (4) and (5) make it clear that a proxy must vote as directed on any resolution.

### 16.1 **Appointment of proxies**

An appointment of a proxy is not invalid merely because it does not contain all the information required.

Note The Corporations Act section 250A (1) says that a proxy appointment must include the member's name and address, the company's name, the proxy's name or the name of the office held by the proxy and the general meetings at which the appointment may be used.

Note The Corporations Act section 250B says that the proxy's appointment and, if the appointment is signed by the appointor's attorney, the authority under which it was signed, or a certified copy of the authority, must be received by the company at least 48 hours before the general meeting.

### 16.2 **Member's attorney**

- (a) A member may appoint an attorney to act at a general meeting. The attorney need not be a member.
- (b) If the appointor is an individual, the power of attorney must be signed in the presence of at least 1 witness.
- (c) To be effective for a particular general meeting, the power of attorney must be received by the company at the address, or at the fax number, specified in the notice of meeting and must be received no later than 48 hours before the time the meeting is to start.

### 16.3 **Standing appointments**

An appointment of an attorney may be for a particular general meeting or it may be a standing appointment.

Note The Corporations Act sections 250A (1) and 250D (1) say that an appointment of a proxy or a representative may be a standing appointment.

#### 16.4 **Representatives**

Note Bodies corporate can appoint a representative to attend a general meeting. The Corporations Act section 250D gives them an unrestricted right to do this.

A representative need not be a member.

#### 16.5 **Suspension of proxy or attorney's powers if member present**

A proxy or attorney has no power to act for a member at a general meeting at which the member is present:

- (a) in the case of an individual—in person; or
- (b) in the case of a body corporate—by representative.

A proxy has no power to act for a member at a general meeting at which the member is present by attorney.

#### 16.6 **Priority of conflicting appointments of attorney or representative**

If more than 1 attorney or representative appointed by a member is present at a general meeting and the company has not received notice of revocation of any of the appointments:

- (a) an attorney or representative appointed to act at that particular meeting may act to the exclusion of an attorney or representative appointed under a standing appointment; and
- (b) subject to rule 16.6(a), an attorney or representative appointed under a more recent appointment may act to the exclusion of an attorney or representative appointed earlier in time.

Note The Corporations Act section 250A (7) sets out what happens if 2 inconsistent proxy appointments are made.

#### 16.7 **Revoking appointments**

An appointment of a proxy, attorney or representative may be revoked, but the revocation must be in writing.

#### 16.8 **Continuing authority**

A vote cast at a general meeting by a proxy, attorney or representative is not invalid merely because, before the act is done, the appointing member:

- (a) died or became mentally incapacitated; or
- (b) became bankrupt or an insolvent under administration, or was wound up; or
- (c) revoked the appointment or the authority under which the appointment was made;

unless the company received written notice of the matter before the start or resumption of the meeting.

Note Rule 16.8 replaces the Corporations Act section 250C(2).

## 17. HOW VOTING IS CARRIED OUT

### 17.1 Where joint holders

Where a Group A member consists of 2 or more persons, only votes cast by the nominated member are to be counted. This rule 17.1 does not prevent a person voting as proxy or attorney.

Note The Corporations Act section 169 (8) says that, in a company limited by guarantee, 2 or more persons who have given a guarantee jointly are taken to be a single member of the company. Partnerships and other joint parties who become members therefore only hold a single membership, even though each of the joint guarantors (members of the partnership) may be listed in the register.

### 17.2 Method of voting

Subject to rule 29, a resolution put to a vote at a general meeting must be decided on a show of hands unless, either before or on declaration of the result of the vote on a show of hands, a poll is demanded. Unless a poll is demanded, the chairman's declaration of a decision on a show of hands is final.

Note Rule 17.2 replaces the Corporations Act sections 250J (1) and (2).

Note The Corporations Act section 250L (1) says that a poll may be demanded by 5 or more members, or members holding 5% of votes that may be cast on the resolution. It also says that a poll may be demanded before a vote is taken, or before or immediately after the voting results on a show of hands are declared.

Note Rule 29 deals with elections of directors.

### 17.3 Voting restrictions

If:

- (a) the Corporations Act requires that some members are not to vote on a resolution, or that votes cast by some members be disregarded, in order for the resolution to have an intended effect; and
- (b) the notice of the general meeting at which the resolution is proposed states that fact;

those members have no right to vote on that resolution and the company must not count any votes those members purport to cast. If a proxy purports to vote in a way or in circumstances that contravene the Corporations Act section 250A (4), on a show of hands the vote is invalid and the company must not count it and on a poll rule 17.5(c) applies.

Note The Corporations Act s 250A (4) says that an appointment of a proxy may specify the way the proxy is to vote on a particular resolution. If it does although the proxy need not vote on a show of hands, if the proxy does so, the proxy must vote in accordance with the specification, and, if the proxy holds appointments from 2 or more different members that specify different ways to vote on the resolution, the proxy must not vote on a show of hands.

### 17.4 Demand for a poll

A demand for a poll does not affect the continuation of the meeting for the transaction of other business and may be withdrawn.

## 17.5 When and how polls must be taken

If a poll is demanded:

- (a) if the resolution is for the adjournment of the meeting—the poll must be taken immediately and, subject to rule 17.5(c), in the way the person chairing the meeting directs; and
- (b) in all other cases—the poll must be taken at the time and place and, subject to rule 17.5(c), in the way the person chairing the meeting directs; and
- (c) votes which the Corporations Act section 250A (4) requires to be cast in a given way must be treated as cast in that way; and
- (d) a person voting who has the right to cast 2 or more votes need not cast all those votes and may cast them in different ways; and
- (e) the result of the poll is the resolution of the meeting at which the poll was demanded.

Note Rule 17.5 replaces the Corporations Act section 250M.

Note The Corporations Act section 250A (4) says that an appointment of a proxy may specify the way the proxy is to vote on a particular resolution. If it does, then, if the proxy is the chair, the proxy must vote on a poll, and must vote in accordance with the specification. If the proxy is not the chair, although the proxy need not vote on a poll, if the proxy does vote, the proxy must do so in accordance with the specification.

## 17.6 Chairman does not have a casting vote

The person chairing a general meeting does not have a casting vote. If an equal number of votes is cast for and against a resolution, the question is decided in the negative.

Note Rule 17.6 replaces section 250E (3).

## 17.7 Decision on right to vote

A Group A member or a director may challenge a person's right to vote at a general meeting. The challenge may only be made at the meeting. A challenge, or any other doubt as to the validity of a vote, must be decided by the person chairing the meeting, whose decision is conclusive.

Note Rule 17.7 replaces the Corporations Act section 250G.

# STRATEGIC AND OPERATIONAL PLANNING

## 18. STRATEGIC AND OPERATIONAL PLANS

### 18.1 Strategic and operational plans

The Board must ensure that there is in force at all times:

- (a) a strategic plan; and
- (b) an operational plan;

made by the Board under this rule 18. A plan may be both a strategic plan and an operational plan.

## 18.2 **Contents of strategic plans**

A strategic plan must set out, for the period to which the plan relates:

- (a) the Board's assessment of the external environment affecting the Australian dairy industry; and
- (b) the principal goals of the company the Board proposes to pursue; and
- (c) a broad outline of the strategies that the company proposes to pursue to achieve those goals.

## 18.3 **Contents of operational plans**

An operational plan must set out, for the period to which the plan relates, particulars of the actions that the Board intends the company to take to give effect to or further, during that year, the matters set out in the relevant strategic plan.

## 18.4 **Plan periods**

A plan must specify the period to which it relates.

## 18.5 **First plan**

The first plan must be made no later than 31 December 2003.

## 18.6 **Variation of plans**

The Board may vary a plan at any time.

## 18.7 **Plans and variations to be developed in consultation with Group B members**

The Board must not make a plan, or vary a plan in a significant way, unless it has given the Group B members a reasonable opportunity to consider and consult the Board in relation to the plan or variation, and taken into account matters raised by the Group B members.

Note See rule 13.

## 18.8 **Compliance with plans**

The Board must strive to ensure that the company gives effect to plans made under this rule 18, as varied under this rule 18.

# THE BOARD

## 19. **POWERS OF THE BOARD**

### 19.1 **Powers generally**

Except as otherwise required by the Corporations Act, any other applicable law or this constitution, the Board has power to manage the business of the company and may exercise every right, power or capacity of the company to the exclusion of the company in general meeting and the members.

Note Rule 19.1 replaces the Corporations Act section 198A.

## 19.2 Exercise of powers

A power of the Board can be exercised only:

- (a) by resolution passed at a meeting of the Board or otherwise in accordance with this rule 19; or
- (b) in accordance with a delegation of the power under rule 22.2(a) or 23.

Note For rule 19.2(a), the *Acts Interpretation Act 1901* (Cth) section 34AB makes general provisions about delegations.

## 19.3 Executing negotiable instruments

The Board must decide how (including the use of facsimile signatures if thought appropriate) negotiable instruments can be executed, accepted or endorsed for and on behalf of the company. The company may execute, accept, or endorse negotiable instruments only in the manner decided by the Board.

Note Rule 19.3 replaces the Corporations Act section 198B.

## 20. BOARD DECISIONS WITHOUT MEETINGS

### 20.1 Written resolution

If all the directors entitled to receive notice of a Board meeting and to vote on the resolution sign a document containing a statement that they are in favour of the resolution set out in the document, a Board resolution in those terms is passed at the time when the last director signs.

Note Rule 20.1 replaces section 248A.

### 20.2 Additional provisions concerning written resolutions

For the purpose of rule 20.1:

- (a) 2 or more separate documents in identical terms, each of which is signed by 1 or more directors, are treated as 1 document; and
- (b) a telex, telegram, fax or electronic message containing the text of the document expressed to have been signed by a director that is sent to the company is a document signed by that director at the time it is received by the company.

## 21. BOARD MEETINGS

### 21.1 Convening Board meetings

A director may at any time, and the secretary must on request from a director, convene a Board meeting.

Note Rule 21.1 replaces the Corporations Act section 248C.

### 21.2 Notice of Board meeting

- (a) The convenor of a Board meeting must give reasonable notice of the meeting (and, if it is adjourned, of its resumption) individually to each director who is in Australia.
- (b) Oral or faxed notice is enough.
- (c) The mere fact of non-receipt of notice by a director does not result in a Board meeting being invalid.

### 21.3 Use of technology

Note The Corporations Act section 248D says that Board meeting can be held using any technology (such as video conferencing) agreed to by the directors.

A Board meeting held solely or partly by technology is treated as held at the place at which the greatest number of the directors present at the meeting is located or, if an equal number of directors are in each of 2 or more places, at the place where the director chairing the meeting is.

### 21.4 Chairing Board meetings

The Board may by resolution appoint a director to chair its meetings and decide the period for which that director holds that office. If no appointment has been made, or the person appointed is not present within 15 minutes after the time for which a Board meeting is called or declines to act, the directors present must elect a director present to chair the meeting.

Note Rule 21.4 replaces the Corporations Act section 248E.

### 21.5 Quorum

- (a) Unless the Board decides otherwise, the quorum for a Board meeting is:
- (i) if the number of directors is an even number—one half of the number of directors plus 1;
  - (ii) if the number of directors is an odd number—one half of the number of directors rounded up to the next whole number.
- (b) A quorum must be present for the whole meeting.
- (c) A director is treated as present at a meeting held by audio or audio-visual communication if the director is able to hear and be heard by all others attending. If a meeting is held in another way permitted by the Corporations Act section 248D, the Board must resolve the basis on which directors are treated as present.

Note Rule 21.5 replaces the Corporations Act section 248F.

Note The Corporations Act section 248D says a Board meeting can be held using any technology (such as video conferencing) agreed to by the directors.

### 21.6 Procedural rules

The Board may adjourn and, subject to this constitution, otherwise regulate its meetings as it decides.

### 21.7 Majority decisions

- (a) A resolution of the Board is passed if a majority of the votes cast by directors entitled to vote on the resolution are in favour of it.

Note Rule 21.7(a) replaces the Corporations Act section 248G.

- (b) The director chairing a Board meeting does not have a casting vote. If an equal number of votes is cast for and against a resolution, the question is decided in the negative.

### 21.8 Valid proceedings

- (a) Each resolution passed or thing done by, or with the participation of, a person acting as a director is not invalid merely because it is later discovered that:

- (i) there was a defect in the appointment of the person; or
  - (ii) the person was disqualified from continuing in office, voting on the resolution or doing the thing.
- (b) A resolution passed or thing done by the Board is not invalid merely because there is a vacancy in the office of a director.

22. **BOARD COMMITTEES**  
22.1 **Committees**

The Board must establish at least the following committees, with the functions specified in the following table for the committee:

**TABLE**

<b>Committee</b>	<b>Functions</b>
Audit and Risk Management Committee	<ol style="list-style-type: none"> <li>1. Reviewing the external reporting of significant financial information about the company to improve its objectivity and reliability.</li> <li>2. Reviewing the internal processes for identifying, monitoring and managing key risks for the company.</li> <li>3. Assisting the Board in ensuring that the company complies with its legislative and other obligations.</li> <li>4. Reviewing and monitoring related party transactions.</li> <li>5. Reviewing the external auditing of the company, including making recommendations to the Board on the qualifications, appointment, remuneration and monitoring of the company's external auditor and the extent to which the company's external auditor should provide non-audit service to the company.</li> <li>6. Reviewing the internal auditing of the company, including the systems and procedures for that auditing, and reporting results of those audits.</li> </ol>
Remuneration Committee	<ol style="list-style-type: none"> <li>1. Developing and reviewing policies on remuneration for directors and senior officers of the company, including in respect of terms of contracts, retention and termination.</li> <li>2. Reviewing remuneration agreements for senior officers of the company.</li> <li>3. Conducting assessments of key executive officers in relation to the performance objectives of the company, and advising the Board thereon.</li> <li>4. Assisting the Board in ensuring that the company complies with all regulatory and accounting requirements for disclosure of remuneration.</li> </ol>

22.2 **Functions etc, of committees**

- (a) The Board may establish other committees, as it sees fit, and may confer on, or delegate to, a committee (including one mentioned in rule 22.1) other functions and powers.
- (b) In establishing a committee, the Board must determine the membership, functions and responsibilities of the committee, and give direction as to the reports the committee is to make to the Board. The Board may give other directions to a committee.

Note The Corporations Act section 198D says that the Board may delegate any of its powers to a committee, or a director, or an officer, or anyone, that the delegate must comply with the Board's directions and that powers exercised by a delegate are effective as if exercised by the Board.

### 22.3 **Proceedings of committees**

Subject to the terms on which a power of the Board is delegated to a committee, the meetings and proceedings of committees are, to the greatest extent practicable, to be governed by the provisions of the Corporations Act and this constitution that regulate the meetings and proceedings of the Board.

### 22.4 **Reports to members**

The Board must include in the annual report for each financial year a report on the operations of the Audit and Risk Management Committee and the Remuneration Committee during the year to which the report relates.

Note The Corporations Act section 317 requires the annual report etc to be tabled at the AGM.

## 23. **DELEGATION OF BOARD POWERS**

### 23.1 **Power to revoke delegation**

The Board may revoke a delegation previously made whether or not the delegation is expressed to be for a specified period.

### 23.2 **Terms of delegation**

A document of delegation may contain the provisions for the protection and convenience of those who deal with the delegate that the Board thinks appropriate.

Note The *Acts Interpretation Act 1901* (Cth) sections 34AA and 34AB set out general rules about delegations, for example, that the power to delegate does not include the power to delegate, and that delegations may be made subject to restrictions and conditions.

## 24. **CODE OF CONDUCT**

### 24.1 **Formulation of code of conduct**

The Board must formulate and implement a code of conduct for the directors and senior officers of the company. The code is to include provisions about at least the following:

- (a) use and disclosure of information;
- (b) receiving, keeping, holding and reporting gifts of any description by directors and senior officers of the company;
- (c) conflicts of interest and duty;
- (d) ethical behaviour by the company, directors and its senior officers in relation to the company's affairs.

### 24.2 **Review of code**

The Board must keep the code of conduct under periodic review.

**24.3 Compliance**

A person to whom the code applies is not to contravene the code.

**24.4 Reports to members**

The Board must include in the annual report for each financial year a report on the operations of the code of conduct during the year to which the report relates, including how the Board dealt with any material breaches of the code that came to its notice during the year.

Note The Corporations Act section 317 requires the annual report etc to be tabled at the AGM.

## THE DIRECTORS

### *Directors*

**25. NUMBER OF DIRECTORS**

**25.1 Nine directors**

Until otherwise decided by ordinary resolution, the company must have at least 3, but no more than 9, directors.

Note The Managing Director is included.

**25.2 Vacancy**

A vacancy in the office of a director does not affect anything done by the Board, unless the number of directors is less than 3. If the number of directors falls below 3, the continuing directors may act as the Board only:

- (a) to appoint directors up to that minimum number; and
- (b) to convene a meeting of members; and
- (c) in emergencies.

**26. BOARD TO INCLUDE CERTAIN SKILLS**

The Board must strive to ensure that the Board as a whole has a proper balance of appropriate skills and experiences, having regard to the nature of the business and affairs of the company.

Note See also rule 28.3(a).

**27. QUALIFICATIONS FOR DIRECTORS**

A director need not be a member. Neither the auditor of the company nor a partner or employee of the auditor is eligible to act as a director.

**28. SELECTION COMMITTEES**

**28.1 Establishing selection committees—AGMs**

Before each AGM the Board must establish a selection committee to identify and nominate persons for appointment as directors of the company to fill vacancies. The committee must be established in enough time for it to make the recommendations required by rule 28.7(a) for each office of director that is to fall vacant at the end of the AGM.

Note See rule 31 for vacancies.

Note A selection committee can be appointed on a standing basis.

**28.2 Establishing selection committees—casual vacancies**

The Board may establish a selection committee to identify and nominate persons for appointment as directors of the company at any other time.

**28.3 Terms of reference for selection committees**

In establishing a selection committee, the Board must specify:

- (a) the skills and experiences that in its view are appropriate for directors, having regard to the nature of the business and affairs of the company; and
- (b) the date by which the committee must report.

The Board must publish generally the specification of the skills and experiences that in its view are appropriate for directors, having regard to the nature of the business and affairs of the company.

**28.4 Consultations with Group B members**

Before specifying as mentioned in rule 28.3(a), the Board must consult the Group B members and take into account to any matter put to the Board by Group B members.

Note See rule 13.

**28.5 Composition of selection committee**

A selection committee consists of:

- (a) a director or other person appointed by the Board to chair the committee; and
- (b) 4 other persons appointed by the Board.

The following provisions apply in respect of appointments:

- (c) if there are 4 or fewer Group B members:
  - (i) all the Group B members may, jointly, nominate up to 4 members of the selection committee; and
  - (ii) if the Group B members are not able to agree on nominations within 14 days after being asked for nominations by the Board—each Group B member may, within a further 14 days, nominate 1 or more persons, so that:
    - (A) each Group B member nominates the same number of persons; and
    - (B) up to 4 persons are nominated; and

- (iii) if Group B members have nominated a person for appointment to the selection committee under this rule 28.5(c), the Board must appoint that person under rule 28.5(b);
- (d) if there are 5 or more Group B members—the Board must consult the Group B members on the matter before making the appointments, and take into account any matter put to the Board by the Group B members.

Note If there are 2 Group B members, they both agree on 4 nominations. If they do not agree, each nominates 1 or 2 persons. If 1 or both of them only nominates 1 person, the Board appoints the additional person under rule 28.5(b).

Note If there are 3 Group B members, they all agree on 4 nominations. If they do not agree, each may nominate 1 person and the Board appoints 1 person. If a Group B member does not nominate a person, the Board appoints the additional person under rule 28.5(b).

Note If there are 4 Group B members, they all agree on 4 nominations. If they do not agree, each may nominate 1 person. If a Group B member does not nominate a person, the Board appoints the additional person under rule 28.5(b).

Note For rule 28.5(d) see rule 13.

## 28.6 **Function of selection committee**

The function of a selection committee is to identify, and nominate persons for appointment as, directors of the company. In doing so, the committee must choose from the available candidates for nomination those persons who will in its view best ensure that the Board collectively has an appropriate balance of skills and experience in the areas specified under rule 28.3(a).

## 28.7 **Report of selection committee**

- (a) A selection committee must report to the Board, with a nomination, no later than the day specified under rule 28.3(b).
- (b) The committee is to make only 1 nomination for each vacancy. The nomination must be unanimous.
- (c) The committee's report must include:
  - (i) details of each nominee's qualifications and experience; and
  - (ii) a statement how, in the committee's opinion, the appointment of the person as a director result in that the Board having an appropriate balance of skills and experience in the areas specified under rule 28.3(a).
- (d) If the Board asks for further information in relation to a report, the committee must comply with the request.

## 28.8 **Remuneration etc**

The members of a selection committee are entitled to fees and allowances as determined by the Board.

## 28.9 **Meetings**

Subject to this constitution, a selection committee is to regulate its procedures:

- (a) in accordance with the Board's directions;

- (b) subject to those directions—so far practicable, in accordance with the provisions of this constitution and the Corporations Act relating to Board meetings;
- (c) subject to those direction and provisions—as it determines.

## 29. APPOINTMENT OF DIRECTORS

- Note Rule 29 replaces the Corporations Act sections 201G and 201H.
- Note The Corporations Act section 201E makes special provision for resolutions appointing 2 or more directors.
- Note This rule 29 does not apply to the Managing Director: see rule 30.2.

### 29.1 Appointment of initial directors

If a person:

- (a) has been approved by the Minister under section 9 (3) of the *Dairy Industry Service Reform Act 2003* (Cth); and
- (b) no later than 18 July 2003 gives written consent to his or her appointment as a director;

the Board must appoint the person as a director as soon as practicable thereafter. For the purposes of rule 31 but for no other purpose, the appointment is taken to have been made on the registration of the company under the Corporations Act. The rest of this clause 29 does not apply to such an appointment.

- Note Rule 31 deals with directors' periods of office.

### 29.2 How directors are appointed

A director may be appointed:

- (a) by election by a general meeting as provided in Schedule 1; or
- (b) by the Board at any time except during a general meeting, but only to fill a vacancy in the office of a director.

A person declared elected in accordance with Schedule 1 is appointed as a director with effect from the end of the general meeting at which the election is held.

### 29.3 Selection committee recommendations to be implemented

If a selection committee recommends that a person be appointed as a director, the Board must formally move as an ordinary resolution at the next general meeting a resolution for the person's appointment as a director.

- Note The Board may comment on the resolution, and does not have to support it.

### 29.4 Nomination requirements

A person cannot be appointed as a director unless:

- (a) if the Board nominates the person for appointment:
  - (i) a selection committee has recommended the appointment; or
  - (ii) subject to rule 29.6, a selection committee has been established but failed to make a recommendation under rule 28.7(a) by the required date; or

- (b) all the following apply:
- (i) the person is nominated by at least 100 Group A members;
  - (ii) the nomination specifies the skills and experiences that the nominee is said to have relevant to the business and affairs of the company;
  - (iii) the nomination and all other necessary documentation is received by the Board no later than 2 months after the start of the financial year in which the AGM at which the nomination is to be moved is to be held.

Note Rule 29.6 deals with casual vacancies.

#### 29.5 **Restriction on Board nominations**

The Board or a director must not move a resolution, or not give notice of a resolution that it, he or she proposes to move, at a general meeting for the appointment of a person as a director unless:

- (a) a selection committee has recommended the appointment; or
- (b) a selection committee has been established but failed to make a recommendation under rule 28.7(a) by the required date.

#### 29.6 **Appointment by Board**

The Board must not appoint a person under rule 29.2(b) unless a selection committee has recommended the appointment. The recommendation must have been made after the most recent general meeting.

Note If a general meeting rejects a person recommended by a selection committee, and the vacancy thereby created is not filled by a nomination from the Group A members (see rule 29.4(b)), the Board cannot appoint the person—or anyone else—under rule 29.2(b) without a further recommendation from a selection committee, made *after* the general meeting that rejected the selection committee's recommendation.

#### 29.7 **Maximum number of directors**

This rule 29 does not authorise the number of directors for the time being fixed under rule 25 to be exceeded.

#### 29.8 **Notice to members**

The company must notify members of every candidate for election as a director at least 28 days before the relevant AGM.

### 30. **MANAGING DIRECTOR**

#### 30.1 **Appointment of Managing Director**

The Board must appoint a person to be Managing Director of the company. The appointment may be indefinite or for a specified term, but not for life.

Note Rule 30.1 replaces the Corporations Act section 201J.

Note The Managing Director's terms of engagement are covered in rule 32.1.

**30.2 Managing Director to be a director, but rules 28 and 29 not to apply**

The Managing Director is, by virtue of his or her appointment, a director. However, rules 28 and 29 do not apply in relation to the Managing Director.

Note Rules 28 and 29 require most Board appointments to be recommended by a selection committee.

**30.3 Termination of appointment of Managing Director**

Whether or not the appointment was expressed to be for a specified term, the appointment of a Managing Director terminates if:

- (a) the Managing Director ceases for any reason to be a director; or
- (b) the Board removes the Managing Director from office (which, without affecting the rights of the Managing Director under a contract between the company and the Managing Director, the Board has power to do).

Note: Rule 30.3 replaces the Corporations Act section 203F.

**30.4 Powers and functions of the Managing Director**

The Board may by resolution delegate to, or confer on, the Managing Director, any of the powers of the Board:

- (a) on terms, and subject to the restrictions, specified the resolution; and
- (b) so as to be concurrent with, or to the exclusion of, the powers of the Board.

The Board may revoke or vary a delegation or conferral at any time.

This rule 30.4 does not limit the Corporations Act section 198D.

Note Rule 30.4 replaces section 198C.

Note The *Acts Interpretation Act 1901* (Cth) section 34AB has general provisions relevant to delegations.

Note The Corporations Act section 198D provides that the Board may delegate any of its powers to any person.

**31. DIRECTORS' PERIODS OF OFFICE**

**31.1 Cessation of directors' appointments**

A person automatically ceases to be a director if the person:

- (a) is made the subject of guardianship or administration order, or a similar order, under a law relating to the protection of the person or property of a person on the grounds of infirmity, age or disability; or
- (b) resigns by written notice to the company; or
- (c) is not permitted by or under the Corporations Act to be a director or is disqualified by or under the Corporations Act from being a director; or
- (d) fails to attend Board meetings for a continuous period of 3 months without leave of absence from the Board;
- (e) is removed from office under rule 31.4.

Note Rule 31.1(a) replaces the Corporations Act section 203A.

Note The Corporations Act Part 2D.6 deals with disqualification.

**31.2 Casual appointments end at next AGM**

A person appointed as a director under rule 29.2(b) (other than the Managing Director) ceases to be a director at the end of the next AGM held after the appointment.

**31.3 3 year periods of office**

At the end of each AGM, a director (other than the Managing Director) who will, at the end of that AGM, have held that office for more than 3 years, ceases to be a director.

**31.4 Removal from office**

The company may by ordinary resolution remove a director from office. The power is in addition to the Corporations Act section 203D.

Note The Corporations Act section 203D allows a company to remove a director, and sets out some procedural requirements.

**31.5 Rotation of directors**

At each AGM, one-third (or, if that is not a whole number, the whole number nearest to one third, but if this would require a director to retire who is not required to retire under rule 31.3, the number is to be rounded down to the nearest whole number) of the directors (not counting directors who cease, or will cease at the end of the AGM, to be directors under rules 31.1, 31.2 or 31.4) must retire from office. The Managing Director is counted in working out the number of directors to retire under this clause 31.5, but this clause 31.5 does not require the Managing Director to retire.

Note For example, if there were 8 elected directors in office over a 3 year period 3 of those directors would retire at the first AGM, 3 at the second AGM and 2 at the third AGM.

**31.6 Selection of directors to retire**

The directors who retire under rule 31.5 are those who have held office the longest since last being elected or appointed. If 2 or more directors have been in office for the same period, those directors may agree which of them will retire. If they do not agree, they must draw lots to decide which of them must retire.

**31.7 Eligibility for reappointment**

Subject to this constitution and the Corporations Act, a director whose period of office ends as mentioned in rule 31.1(b), 31.2, 31.3 or 31.5 is, unless otherwise disqualified, eligible for reappointment.

**32. DIRECTORS' REMUNERATION**

Note Rule 32 replaces the Corporations Act section 202A.

**32.1 Remuneration of Managing Director**

Subject to any contract between the company and the Managing Director, the Board may fix the remuneration and other benefits to which the Managing Director is entitled. The remuneration may consist of salary, bonuses or other elements but must not be a commission on or percentage of profits or operating revenue.

**32.2 Remuneration of other Directors**

(a) The directors (other than the Managing Director) are entitled to be paid, out of the funds of the company, approved fees that do not in any year exceed in aggregate the amount last fixed by ordinary resolution.

- (b) The fees must not consist of a commission on or percentage of profits or operating revenue of the company.
- (c) The fees are to be allocated among the directors:
  - (i) on an equal basis having regard to the proportion of the relevant year for which each director held office; or
  - (ii) as otherwise decided by the Board.
- (d) The fees are to be paid as the Board decides, which may include provision of non-cash benefits. If the Board decides to include non-cash benefits in the approved fees of a director, the Board must also decide how the value of those benefits is to be calculated for the purposes of this rule 32.2.

### 32.3 **Additional payment for extra services**

If a director, at the request of the Board and for the purposes of the company, performs extra services or makes special exertions (including going or living away from the director's usual residential address), the company may pay the director a fixed sum set by the Board for doing so. This payment may either be in addition to or in substitution for other remuneration to which that Director is entitled under rule 32.1 or 32.2.

### 32.4 **Expenses of Directors**

The company must pay a director (in addition to remuneration) all reasonable expenses (including travelling and accommodation expenses) incurred by the director:

- (a) in attending meetings of the company, the Board, or a committee of the Board; or
- (b) on the business of the company; or
- (c) in carrying out duties as a director.

### 32.5 **Directors' retirement benefits**

Subject to any applicable law, except in the case of the Managing Director (and then only as provided in any contract between the Managing Director and the company), the company must not give any benefit in connection with a director's retirement from or loss of office.

### 32.6 **Interpretation**

In this rule 32, **approved fees** means fees, salary, bonuses, fringe benefits and superannuation contributions provided by the company, but does not include:

- (a) payment as compensation for loss of office or in connection with retirement from office (which includes resignation from office and death while in office); or
- (a) an insurance premium paid by the company, or an indemnity, under rule 37.

## 33. **DIRECTORS' RIGHT TO INFORMATION AND ADVICE**

### 33.1 **Right to information**

Each director has, for the purpose of enabling the director to carry out his or her duties and functions as a director, a right to any information or document held by or under the control of the company in relation to the company's operations, policies and affairs, and

the company must comply with any reasonable request by a director for access to such information or document.

**33.2 Exceptions**

If the matter to which information held by or under the control of the company relates is a matter in which a director has a material personal interest of a kind that the director is required to disclose by the Corporations Act section 191, rule 33.1 does not give the director a right to information about that matter and the company need not comply with a request by the director for access to such information.

**33.3 Advice**

Each director has, for the purpose of enabling the director to carry out his or her duties and functions as a director, a right to obtain independent legal or other expert advice in relation to the company's operations, policies and affairs and his or her rights and duties in connection therewith. The company must meet the reasonable costs of, or reimburse the director for the reasonable costs of, obtaining such advice. This rule 33.3 applies in addition to rule 37.

Note Rule 37 deals with directors' and officers' right to indemnity and insurance.

*Directors' duties and interests*

Note The Corporations Act Part 2D.1 Divisions 1 and 2 set out duties of a director, including duties to act in good faith and the best interests of the company, and duties to disclose and, in some case, not to be involved with, matters that amount to a conflict of interest.

**34. COMPLIANCE WITH DUTIES UNDER THE CORPORATIONS ACT**

Each director must comply with the Corporations Act sections 180 to 183, 191 and 195.

Note The Corporations Act section 180 says that directors must act with the degree of care and diligence that a reasonable person in the same office and with the same responsibilities, in a corporation in similar circumstances, would exercise.

Note The Corporations Act section 181 says that directors must act in good faith in the best interests of the corporation, and for a proper purpose.

Note The Corporations Act section 182 says that directors must not improperly use their position to gain an advantage for themselves or someone else; or to cause detriment to the corporation.

Note The Corporations Act section 183 says that directors obtain information by being directors must not improperly use the information to gain an advantage for themselves or for someone else or to cause detriment to the corporation.

Note The Corporations Act section 191 says that directors who have a material personal interest in a matter must give the other directors notice (although there are exemptions, such as where the interest is held in common with the other members of the company).

Note The Corporations Act section 195 sets out when a director may be present, and vote, at a Board meeting that considers a matter in which the director has a material personal interest.

35. **PROTECTIONS AND OTHER PROVISIONS**

35.1 **Director not disqualified from holding other offices etc**

A director is not disqualified, merely because he or she is a director, from:

- (a) holding an office or place of profit or employment other than that of the company's auditor; or
- (b) being a member or creditor of a corporation (including the company) or partnership, other than the auditor; or
- (c) entering into an agreement with the company.

35.2 **Director interested in a matter**

Subject to the Corporations Act section 195:

- (a) a director may be counted in a quorum at a Board meeting that considers, and may vote on, any matter in which that director has an interest; and
- (b) the company may proceed with a transaction that relates to the interest and the director may participate in the execution of a relevant document by or on behalf of the company; and
- (c) the director may retain benefits under the transaction even though the Director has the interest; and
- (d) the company cannot avoid the transaction merely because of the existence of the interest.

If the interest must be disclosed under the Corporations Act section 191, rule 35.2(c) applies only if the interest is disclosed before the transaction is entered into.

Note For the Corporations Act section 195 and 191, see the notes to rule 34.

35.3 **Agreements with third parties**

The company cannot avoid an agreement with a third party merely because a director:

- (a) fails to disclose an interest as required by law or by this constitution; or
- (b) was present at, or was counted in the quorum for, a Board meeting that considered or voted on the agreement.

36. **SECRECY**

36.1 **Secrecy**

Every director and secretary must keep the transactions and affairs of the company and the state of its financial reports confidential unless required to disclose them:

- (a) in the course of duties as an officer of the company; or
- (b) by the Board or the company in general meeting; or
- (c) by law.

## 36.2 Deeds

The Company may require a director, secretary, auditor, trustee, committee member or other person engaged by it to sign a confidentiality undertaking consistent with this rule 36. A director or secretary must comply with the direction.

## 37. OFFICERS' INDEMNITY AND INSURANCE

### 37.1 Indemnity

Subject to, and so far as permitted by, the Corporations Act:

- (a) the company must, to the extent the person is not otherwise indemnified, indemnify every officer of the company and its wholly owned subsidiaries, and may indemnify its auditor, against a liability incurred as such an officer or auditor to a person (other than the company or a related body corporate) including a liability incurred as a result of appointment or nomination by the company or subsidiary as a trustee or as an officer of another corporation, unless the liability arises out of conduct involving a lack of good faith; and
- (b) the company may make a payment (whether by way of advance, loan or otherwise) in respect of legal costs incurred by an officer or employee or auditor in defending an action for a liability incurred as such an officer, employee or auditor or in resisting or responding to actions taken by a government agency or a liquidator.

In this rule 37.1, **liability** means a liability of any kind (whether actual or contingent and whether fixed or unascertained) and includes costs, damages and expenses, including costs and expenses incurred in connection with any investigation or inquiry by a government agency or a liquidator.

Note The Corporations Act section 199A says that a company or a related body corporate must not exempt a person from a liability to the company incurred as an officer or auditor of the company or for a liability owed to a third party, where the director did not act in good faith. In certain circumstances, however, indemnity for legal costs may be allowed.

### 37.2 Insurance

Subject to the Corporations Act, the company may enter into, and pay premiums on, a contract of insurance in respect of any person.

Note The Corporations Act section 182 and 183 prohibit a company or a related body corporate from paying, or agreeing to pay, a premium for a contract insuring a person who is or has been an officer or auditor of the company against liability for conduct involving a wilful breach of duty (see note to rule 34).

### 37.3 Former officers

The indemnity in favour of officers under rule 37.1 is a continuing indemnity. It applies in respect of all acts done by a person while an officer of the company or one of its wholly owned subsidiaries even though the person is not an officer at the time the claim is made.

### 37.4 Deeds

Subject to the Corporations Act, without limiting a person's rights under this rule 37, the company may enter into an agreement with a person who is or has been an officer of the

company or any of the company's subsidiaries, to give effect to the rights of the person under this rule 37 on any terms and conditions that the Board thinks fit.

## ADMINISTRATION AND FINANCE

### 38. SECRETARY

Note The Corporations Act sections 204A and 204D say that there must be at least 1 secretary, appointed by the directors.

#### 38.1 Terms and conditions of office

A secretary holds office on the terms (including as to period of office and as to remuneration) that the Board decides. The Board may vary any decision previously made by it in respect of a secretary.

Note Rule 38.1 replaces the Corporations Act section 204F.

#### 38.2 Cessation of secretary's appointment

A person automatically ceases to be secretary if the person:

- (a) is made the subject of guardianship or administration order, or a similar order, under a law relating to the protection of the person or property of a person on the grounds of infirmity, age or disability; or
- (b) resigns by written notice to the company; or
- (c) is not permitted by or under the Corporations Act to be a secretary of a corporation or is disqualified by or under the Corporations Act from being a secretary of a corporation; or
- (d) is removed from office under rule 38.3.

Note The Corporations Act Part 2D.6 deals with disqualification.

#### 38.3 Removal from office

The Board may remove a secretary from that office, whether or not the appointment was expressed to be for a specified term.

### 39. MINUTES

#### 39.1 Matters to be included in minutes

As well as the other matters to be recorded in the company's minute books, the names of the directors present at each Board meeting or selection committee or other committee meeting must be recorded.

Note Rule 39.1 supplements Corporations Act sections 251A, 251AA, 191 and 192.

#### 39.2 Minutes as evidence

A minute recorded and signed in accordance with the Corporations Act section 251A is admissible as evidence of the proceeding, resolution or declaration to which it relates and is conclusive unless the contrary is established.

Note The Corporations Act section 251B says that the members have rights to inspect and have copies of minute books.

## 40. COMPANY SEALS

Note A common seal is not required by law.

### 40.1 Common and duplicate seals

It is for the Board to determine whether the company is to have a common seal and a duplicate seal. The Board is responsible for the safe custody of any common seal and duplicate seal of the company.

Note For seals see Corporations Act section 123.

### 40.2 Use of seals

The common seal and duplicate seal (if any) may only be used with the authority of the Board.

### 40.3 Fixing seals to documents

The fixing of the common seal, or any duplicate seal, to a document must be witnessed:

- (a) by 2 directors; or
- (b) by 1 director and 1 secretary; or
- (c) as authorised by the Board.

Note The Board may, for example, authorise other signatories or the use of facsimile signatures.

## 41. FINANCIAL REPORTS AND AUDIT

Note The Corporations Act chapter 2M sets out detailed requirements for financial record-keeping (including when directors, the auditor and members can have access to them), auditing financial records and reporting to members.

### 41.1 Audited reports conclusive

Audited financial reports laid before the company in general meetings are conclusive as to the matters therein except as regards errors notified to the company within 3 months after the relevant general meeting. If the company receives notice of an error within that period, it must immediately correct the report and the report as corrected is then conclusive.

### 41.2 Inspection of financial records and books

A member who is not a director does not have any right to inspect any document of the company except as authorised by this constitution, the Board or by ordinary resolution.

Note The Corporations Act sections 247A and 290 allow the court to authorise access by a member or another person.

Note See rule 33.

Note Rule 41.2 replaces the Corporations Act section 247D.

## 42. AUDITOR ROTATION

The company must not engage a person as auditor of the company for a period that exceeds, or for consecutive periods that together exceed, 5 years.

43. **NOTICES**

43.1 **Notices by company**

A notice is properly given by the company to a person if it is:

- (a) in writing signed on behalf of the company (by original or printed signature); and
- (b) addressed to the person to whom it is to be given; and
- (c) either:
  - (i) delivered personally; or
  - (ii) sent by prepaid mail (by airmail, if the addressee is overseas) to that person's address; or
  - (iii) sent by fax to the fax number (if any) nominated by that person; or
  - (iv) sent by electronic message to the electronic address (if any) nominated by that person.

Note For other ways of service on corporations, see Corporations Act section 601CX.

43.2 **Overseas members**

A member whose registered address is not in Australia may notify the company in writing of an address in Australia to which notices may be sent.

43.3 **When notice is given**

A notice to a person by the company is regarded as given and received:

- (a) if delivered personally or sent by fax or electronic message:
  - (i) by 5.00 pm (local time in the place of receipt) on a business day—on that day; or
  - (ii) after 5.00 pm (local time in the place of receipt) on a business day, or on a day that is not a business day—on the next business day; and
- (b) if sent by mail—3 business days after posting.

A certificate in writing signed by a director or secretary stating that a notice was sent is admissible as evidence of service, and is conclusive.

Note Rule 43.3(a)(i) replaces the Corporations Act section 249J (4).

43.4 **Business days**

For the purposes of rule 43.3, a business day is a day that is not a Saturday, Sunday or public holiday in the place to which the notice is sent.

43.5 **Counting days**

If a specified period must pass after a notice is given before an action may be taken, neither the day on which the notice is given nor the day on which the action is to be taken is to be counted in reckoning the period.

43.6 **Notices to "lost" members**

If:

- (a) on 2 or more consecutive occasions a notice served on a member in accordance with this rule 43 is returned unclaimed or with an indication that the member is not known at the address to which it was sent; or
- (b) the Board believes on other reasonable grounds that a member is not at the address shown in the register of members or notified to the company under rule 43.2;

the company may give effective notice to that member by exhibiting the notice at the company's registered office for at least 48 hours.

This rule 43.6 ceases to apply if the member gives the company notice of a new address.

## **WINDING UP**

### **44. WINDING UP**

If the company is wound up, any surplus property must not be paid to members but must be paid or transferred to another corporation:

- (a) the objects of which are similar to the company's objects; and
- (b) the constitution of which prohibits the distribution of its income and property among its members.

## Schedule 1 Electing directors

Rule 29.2(a)

1. An election must be conducted by ballot.
2. The auditor of the company, or person appointed by the auditor of the company for the purpose, is to be the returning officer for the election.
3. The returning officer must cause ballot papers to be prepared for each Group A member, in or to the effect of the following form:

<b>DAIRY AUSTRALIA LIMITED</b>		
ABN 48 807 469 331		
<b>GENERAL MEETING [INSERT DATE OF MEETING]</b>		
<b>ELECTION OF DIRECTORS</b>		
Name of nominated member	<i>[insert name of nominated member]</i>	
Total voting entitlement	<i>[insert number of votes]</i> votes	
Number of vacancies to be filled at this election		
<b>CANDIDATES</b>		
	<b>FOR</b>	<b>AGAINST</b>
1. <i>[insert name of candidate]</i>		
2. <i>[insert name of candidate]</i>		
3. <i>[insert name of candidate]</i>		
4. <i>[insert name of candidate]</i>		
<b>INSTRUCTIONS</b>		
<ul style="list-style-type: none"> <li>• You must cast a vote for or against at least 1 candidate and you may cast a vote for or against more than 1 candidate.</li> <li>• To cast a vote for or against a candidate you must either: <ul style="list-style-type: none"> <li>➤ mark the FOR or AGAINST box for that candidate (for example, with a tick <b>4</b> or a cross <b>✕</b>); or</li> <li>➤ write the percentage of your voting entitlement that you want to cast for or against that candidate (for example, 20% FOR, 80% AGAINST etc).</li> </ul> </li> <li>• Simply marking the FOR or AGAINST box for a candidate counts as casting 100% of your voting entitlement FOR or AGAINST that candidate.</li> <li>• You cannot cast more than 100% of your voting entitlement for any one candidate but you may cast up to 100% of your voting entitlement for each of the candidates.</li> </ul>		

4. The returning officer must determine by lot the order in which the candidates' names appear on the ballot paper.
5. To cast a valid vote the member must follow the instructions on the ballot paper; however, a ballot paper is not invalid if it does not strictly comply with the instructions on the ballot paper, so long as the member's intention is clear.
6. Subject to rules 16.5, 16.6 and 16.8, the returning officer may provide a single ballot paper to a proxy, showing the total of the number of votes the proxy may cast as proxy.

Note Rules 16.5, 16.6 and 16.8 deal with cases where proxies' rights might be suspended or a proxy's right to vote might otherwise be affected.
7. The returning officer must count the number of votes cast for and against each candidate. If more than 50% of the number of votes cast in respect of a candidate are against the candidate, the candidate is excluded from further consideration of the ballot (the other candidates are the **remaining candidates**).
8. If the number of the remaining candidates is equal to or less than the number of vacancies to be filled, the returning officer must declare those candidates elected as directors.
9. If the number of the remaining candidates is more than the number of vacancies to be filled, the returning officer must declare the candidates with the higher or highest number of "for" votes, up to the number of vacancies to be filled, and those elected as directors.
10. If there is 1 vacancy to be filled, but more than 1 candidate has the higher or highest number of "for" votes, the returning officer must select by lot which of those candidates is elected.
11. The decision of the returning officer in respect of a ballot is final.
12. The person chairing the meeting may permit scrutineers for candidates to observe the count of ballot papers, and may do so subject to conditions.