

Chamber of Commerce and Industry Western Australia Limited

Constitution

As approved by Members on 25 February 2021

Table of Contents

1	Key Organisational Information	6
1.1	Definitions and Interpretation	6
1.2	Name and nature of the Organisation	6
1.3	Interaction with Act	6
1.4	Objects	6
1.5	No distribution to Members	6
2	Members	7
2.1	Classes of membership	7
2.2	Applications	7
2.3	No transfers	8
2.4	Ceasing to be a Member	8
2.5	Resignation	8
2.6	Expulsion or suspension	8
2.7	Variation of Classes and Class rights	9
2.8	Certificates or Membership Cards	9
2.9	Suspension of Member rights for non-payment of fees	10
2.10	Corporate Members/Nominees	10
3	Fees	10
3.1	Fees	10
3.2	Interest	10
4	Proceedings of Members	10
4.1	Who can call meetings of Members	11
4.2	Annual General Meeting	11
4.3	How to call meetings of Members	11
4.4	Right to attend, speak and vote at Member meetings	11
4.5	Meeting at more than one place	12
4.6	Quorum	12
4.7	Chair	12
4.8	General conduct of meetings	13
4.9	Resolutions of Members	13
4.10	Polls	13
4.11	Adjourned, cancelled and postponed meetings	14
4.12	Number of votes	14
4.13	Objections to qualification to vote	15
4.14	Proxies and attorneys	15

5	Directors	18
5.1	Number and Qualification of Directors	18
5.2	Board Composition	18
5.3	Appointment of Member Elected Directors by Members	18
5.4	Appointment of Board Appointed Directors	18
5.5	Appointment of Council Elected Directors by Council	19
5.6	Retirement and re-appointment of Directors	19
5.7	Maximum term for a Director	19
5.8	Vacation of office of Director	20
5.9	No Alternate Directors	20
5.10	Payment to Directors prohibited	20
5.11	Skills, experience and attributes of Directors	20
5.12	Consents and Undertakings	21
6	Officers and Officeholders	21
6.1	President and Vice President	21
6.2	Chief Executive Officer	22
6.3	Secretary	23
6.4	Indemnity and insurance	23
7	Powers of the Organisation and Board	24
7.1	General powers	24
7.2	Execution of Documents	24
7.3	Committees and delegates	25
7.4	Attorney or agent	25
7.5	Affiliated Organisations	25
7.6	Duties of Directors	26
7.7	Conflicts of Interest	26
8	Proceedings of Board	27

8.1	Written resolutions of the Directors	27
8.2	Meetings of the Board	27
8.3	Who can call meetings of the Board	27
8.4	How to call meetings of the Board	27
8.5	Quorum	28
8.6	Resolutions of the Board	28
9	Board Committees	28
9.1	Board may establish Committees	28
9.2	Terms of Reference and Governance	28
9.3	Review	28
10	General Council	28
10.1	Role and function of General Council	28
10.2	General Council Composition	29
10.3	General Council Meetings	30
11	Policy Development and Advocacy By-laws	30
11.1	By-laws	31
11.2	By-law Matters	31
11.3	No conflict with Constitution	31
11.4	Making of By-laws	31
11.5	Force and Effect of By-Laws	31
11.6	Current By-Laws upon adoption of Constitution	31
12	Records	31
12.1	Financial Year	32
12.2	Accounts	32
12.3	Books, accounts and records	32
12.4	Audit	32
12.5	Minutes	32
13	Alterations to Constitution	32
14	Notices	32
14.1	Notice to Members	32
14.2	Notice to Directors and Councillors	33
14.3	Notice to the Organisation	33
14.4	Time of service	33
14.5	Signatures	34
15	Winding up	34
15.1	Transfer of surplus	34
15.2	Application to Supreme Court	34
Schedule 1		36
	Definitions and interpretation	36

Schedule 2	39
Key Information	39
Schedule 3	44
By-Laws	44

1 Key Organisational Information

1.1 Definitions and Interpretation

Schedule 1 applies and forms part of this Constitution to assist in its interpretation.

1.2 Name and nature of the Organisation

- (a) The name of the Organisation is Chamber of Commerce and Industry Western Australia Limited.
- (b) The Organisation is a public company limited by guarantee under the Act.
- (c) Each Member, other than an Honorary Member, undertakes to contribute an amount not exceeding the amount set out in Item 1 of Schedule 2 to the property of the Organisation if the Organisation is wound up:
 - (i) at a time when that person is a Member; or
 - (ii) within one year of the time that person ceased to be a Member, for or towards:
 - (iii) payment of the debts and liabilities of the Organisation contracted before that person ceased to be a Member;
 - (iv) payment of the costs, charges and expenses of winding up the Organisation; and
 - (v) adjustment of the rights of the contributories among Members.

1.3 Interaction with Act

The replaceable rules in the Act do not apply to the Organisation.

1.4 Objects

- (a) The objects of the Organisation are set out in Item 2 of Schedule 2.
- (b) The Organisation:
 - (i) will only apply the income and property of the Organisation in promoting the objects of the Organisation; and
 - (ii) must not transfer its assets and engagements to, or amalgamate with any corporation, association or organisation which does not, to the same extent as this Constitution:
 - (A) restrict the application of its income and property and prohibit the making of distributions to its Members; and
 - (B) have objects similar to the objects of the Organisation under this Article.

1.5 No distribution to Members

- (a) Subject to Article 1.5(b), the Organisation must not make any payment or distribution or apply any part of the income or property of the Organisation, to any Member, including by way of dividend, surplus on winding up or otherwise.
- (b) Article 1.5(a) does not prevent the Organisation, with the approval of the Board acting in good faith (including through delegation of power to the CEO and to management), paying:
 - (i) reasonable remuneration to a Member who is an employee of the Organisation;
 - (ii) subject to Article 5.10, reasonable remuneration to a Member who is an officer of the Organisation;
 - (iii) reasonable remuneration in consideration for services rendered or goods supplied by a Member to the Organisation in the ordinary course of business;
 - (iv) interest, at a reasonable rate based on commercial "arm's length" terms, on money borrowed by the Organisation from a Member;

- (v) reasonable rent based on commercial “arm’s length” terms, for premises leased to the Organisation by a Member;
- (vi) out-of-pocket expenses properly and reasonably incurred by a Member at the request of the Organisation and for, or on behalf of, the Organisation;
- (vii) out of pocket expenses properly and reasonably incurred by a Member in his/her capacity as a Director, officer, employee or contractor, in connection with the proper affairs of the Organisation; or
- (viii) any other reasonable amount of similar character to those described in this Article 1.5(b).

2 Members

2.1 Classes of membership

The:

- (a) Classes of Membership and any sub-category status within a Class;
 - (b) restrictions (if any) on the number of Members within each Class or sub-category status within a Class;
 - (c) qualifications for admission to each Class or sub-category status within a Class; and
 - (d) rights attached to being a Member in each Class or sub-category status within a Class,
- at any time are as prescribed in the By-laws from time to time.

2.2 Applications

- (a) Subject to Article 2.1 and the By-laws, a person may apply for Membership in the manner prescribed in this Article.
- (b) An applicant for Membership must:
 - (i) sign and deliver to the Organisation an application in the Applicable Form including specification as to the Class of Membership being applied for; and
 - (ii) pay any Fees with respect to that application,
 as specified in the By-laws.
- (c) The Board, including on recommendation of management or a committee of the Board constituted with terms of reference including such purpose, may determine whether an applicant may become a Member.
- (d) The Board is not required by this Constitution to give any reason for the approval or rejection of any application to become a Member.
- (e) If an application to become a Member is accepted, the Organisation must:
 - (i) give written notice of the acceptance to the applicant including details of the Class of Membership and the rights that are then attached to that Class;
 - (ii) request payment of any outstanding amount owing for any Fees incidental to such Membership; and
 - (iii) upon payment in full of Fees, enter the applicant’s name in the Register as a Member of the relevant Class.
- (f) If an application to become a Member is rejected, the Organisation must:
 - (i) give written notice of the rejection to the applicant; and
 - (ii) refund in full any Fees, other than any non-refundable Membership nomination fee (if any), paid to the Organisation by the applicant when applying for Membership.
- (g) The Board may, at its discretion, determine to close offering Membership, either generally or with respect to any particular Class or Classes, to new applicants, in which case the Organisation may keep the names and particulars of any new applicants on a waiting list,

but without assurance of Membership becoming available within any timeframe or priority being given to those on such a waiting list.

2.3 No transfers

Membership, and the rights of being a Member, are personal to the Member and are not transferable whether by operation of law or otherwise.

2.4 Ceasing to be a Member

- (a) A person will cease to be a Member if:
 - (i) that person resigns in accordance with Article 2.5;
 - (ii) that person is expelled under Article 2.6; or
 - (iii) a Cessation Event occurs in respect of that person.
- (b) The cessation of Membership does not relieve any liability to the Organisation by the Member that accrued prior to such cessation of Membership.

2.5 Resignation

- (a) A member may resign as a Member by giving the Organisation notice in writing.
- (b) Unless the notice provides otherwise, a resignation by a Member takes effect immediately on the giving of that notice to the Organisation.

2.6 Expulsion or suspension

- (a) Subject to this Article 2.6, the Board may resolve to:
 - (i) expel a Member; or
 - (ii) suspend a Member:
 - (A) for such period; and
 - (B) from enjoying such rights and privileges of Membership, as the Board may determine and give written notice of to the Member;
- (b) The Board may only act under Article 2.6(a) if:
 - (i) an Expulsion Event occurs in respect of the Member; and
 - (ii) other than in the case of non-payment by the Member of Fees or other moneys owing to the Organisation, the Organisation gives that Member at least 10 Business Days' notice in writing:
 - (A) stating the Expulsion Event and that the Member is liable to be expelled; and
 - (B) informing the Member of the Member's right under Article 2.6(c)(i).
- (c) Other than in the case of non-payment by the Member of Fees or other moneys owing to the Organisation, before passing any resolution under Article 2.6(a), the Board:
 - (i) must allow the Member to give to the Board, either orally or in writing, any explanation or defence of the Expulsion Event; and
 - (ii) may adopt other procedures to aid the resolution of any complaint against the Member, including the appointment of a complaints committee, conciliators and mediators if and as the Board may determine is appropriate in all the circumstances of the matter.
- (d) Where a resolution is passed under Article 2.6(a), the Organisation must give the Member, notice ("Discipline Notice") in writing of the expulsion or suspension, within 10 Business Days of the resolution.
- (e) Other than in the case of non-payment by the Member of Fees or other moneys owing to the Organisation, a Member may, by notice in writing to the Organisation within 10 Business Days of issue of a Discipline Notice, request that a resolution to negate that expulsion (but not suspension) of that Member under Article 2.6(a) be moved at the next

annual general meeting of the Organisation.

- (f) If a request under Article 2.6(e) is made, the Board must table at the next annual general meeting of the Organisation an invitation for that meeting to move a resolution to overturn the decision of the Board to expel the Member concerned.
- (g) A Board resolution for expulsion under Article 2.6(a) is deemed to take effect:
 - (i) if the Member does not give a notice under Article 2.6(e), on the date of that Board resolution;
 - (ii) if the Member gives notice under Article 2.6(e), as an immediate temporary suspension of Membership and Member rights until the next annual general meeting, and as an expulsion of Membership effective from the conclusion of the next annual general meeting, unless the resolve of that annual general meeting is to overturn the resolution of the Board to expel the Member.
- (h) The Board may reinstate an expelled or suspended Member on any terms and at any time as the Board determines, including as a pre-condition, a requirement that all amounts due but unpaid by the expelled or suspended Member to the Organisation are paid.
- (i) Nothing in this Article limits the effect of any By-law that may be passed to temporarily deny a Member access to any facilities or events under the control or management of the Organisation where that Member's behaviour has fallen short of acceptable standards as prescribed in the By-laws.

2.7 Variation of Classes and Class rights

Subject to the Act, this Constitution and the By-laws the Organisation may:

- (a) vary or cancel rights attached to being a Member of a Class; or
- (b) convert all Members from an existing Class to another Class.

2.8 Certificates or Membership Cards

- (a) The Organisation may issue to each Member, a certificate or Membership Card evidencing that person as a Member or as a Member of a particular Class or sub-category within a Class.
- (b) The Organisation may issue a replacement certificate or Membership Card of being a Member if:
 - (i) the Organisation receives and cancels the Member's existing certificate or Membership Card or the Organisation is satisfied that the Member's existing certificate or Membership Card is lost or destroyed and the Organisation has received a declaration from the Member in Applicable Form attesting to that loss of destruction and indemnifying the Organisation against any loss, liability or claim arising from such loss or destruction and the issue of a replacement certificate or Membership Card; and
 - (ii) the Member pays any applicable administrative Fee as the By-laws may prescribe.
- (c) The certificate or Membership Card at all times remains the property of the Organisation and a retiring, expelled or suspended Member must promptly return their certificate or Membership Card to the Organisation and must not display or use the Membership Card to gain entitlements that are only available to Members.

2.9 Suspension of Member rights for non-payment of fees

Without limiting any other provision of this Constitution or the By-laws, and without limiting any right of recovery for unpaid Fees at law, if a Member has not paid any Fees which are past due and payable, all rights attaching to that Member's Membership are automatically suspended until payment of the outstanding Fee is paid, unless the Board at its discretion resolves otherwise in the particular circumstances of that Member.

2.10 Corporate Members/Nominees

- (a) Where a Member is a company or other incorporated body, it shall nominate in writing to the Organisation the name, address and contact details of the primary liaison person (and

any alternate for that person, as applicable) who is authorised to exercise the rights and privileges of Membership, and to vote and speak on behalf of the Member (as a Member of the Organisation) with power to nominate in writing another person(s) in substitution for any person earlier nominated.

- (b) The Organisation will note the identity of any Corporate Member Nominee in the Register.

3 Fees

3.1 Fees

- (a) The Organisation may require the payment of fees or levies by Members in the amounts and at the times as the By-laws prescribe.
- (b) The Organisation may make Fees payable for one or more Members, or Classes of Members, for different amounts and at different times.
- (c) Pursuant to Article 3.1(a), the Organisation may, from time to time, give notice to Members or to any particular Member or Class of Members:
 - (i) revoking or postponing Fees;
 - (ii) extending the time for payment of Fees;
 - (iii) allowing for payment of Fees by instalments or with discount; or
 - (iv) stipulating the amount, the time, the method and the place of payment of Fees.

3.2 Interest

- (a) A Member must pay to the Organisation:
 - (i) interest at the rate prescribed in the By-laws on any Fees which are not paid on, or before, the time appointed for payment, from the time appointed for payment to the time of the actual payment; and
 - (ii) expenses incurred by the Organisation, including legal and internal administration expenses, because of the failure to pay, or late payment of, that amount.
- (b) The Organisation may waive payment of all or any part of an amount payable under Article 3.2(a).

4 Proceedings of Members

4.1 Who can call meetings of Members

- (a) Subject to the Act, the Board may call a meeting of Members at a time and place as the Board resolves in accordance with Part 2G.2 of the Act.
- (b) The Board must call and arrange to hold a general meeting on the request of Members made in accordance with the Act.
- (c) The Members may call and arrange to hold a general meeting in accordance with Part 2G.2 of the Act.
- (d) Division 4 of Part 2G.2 of the Act also applies to the Organisation.

4.2 Annual General Meeting

- (a) The Organisation must hold an AGM as required by, and in accordance with, the Act.
- (b) The business of an AGM should include any of the following, even if not referred to in the notice of the meeting:
 - (i) the consideration of the annual financial report, the Directors' report and the stecenauditor's report for the Organisation;
 - (ii) the appointment of the auditor of the Organisation upon terms recommended by the Board; and
 - (iii) the election of Directors and Councillors.

4.3 How to call meetings of Members

- (a) The Organisation must give not less than the Prescribed Notice of a meeting of Members.
- (b) Notice of a meeting of Members must be given to each Member, each Director, the Company Secretary and any auditor of the Organisation in the manner set out in Article 15.
- (c) Subject to Article 4.11(h), a notice of a meeting of Members must:
 - (i) set out the place, date and time for the meeting (and if the meeting is to be held in two or more places, the technology that will be used to facilitate this);
 - (ii) state the general nature of the business of the meeting; and
 - (iii) set out or include any other information or documents specified by the Act.
- (d) Subject to the Act, anything done (including the passing of a resolution) at a meeting of Members is not invalid merely because a person does not receive notice of the meeting or the Organisation inadvertently does not give notice of the meeting to a person or there may be a non-material irregularity in the calling of the meeting or the notice of the meeting.

4.4 Right to attend, speak and vote at Member meetings

- (a) Subject to Article 4.8 and any limitation on the rights attaching to Membership of any Class of Member (including without limitation via a Corporate Member Nominee, corporate representative or via a proxy), each Member, the Directors, the Company Secretary and any auditor of the Organisation (on any part of the affairs of the Organisation that concerns the auditor in his/her capacity as auditor) is entitled to attend and speak at any meeting of Members.
- (b) Subject to Article 4.8 and any limitation on the rights attaching to Membership of any Class of Members, each Member (including without limitation via a Corporate Member Nominee, corporate representative or via a proxy), is entitled to vote at any meeting of Members.

4.5 Meeting at more than one place

- (a) A meeting of Members may be held in two or more places linked together by any technology that:
 - (i) gives the Members as a whole in those places a reasonable opportunity to participate in proceedings;
 - (ii) enables the chair of the meeting to be aware of proceedings in each place; and
 - (iii) enables the Members in each place to vote on a show of hands and on a poll.
- (b) If a meeting of Members is held in two or more places under Article 4.5(a):
 - (i) a Member present at one of the places is taken to be present at the meeting; and
 - (ii) the chair of that meeting may determine at which place the meeting is taken to have been held.

4.6 Quorum

- (a) Subject to Article 4.6(e), a quorum for a meeting of Members or any Class of Members is that number of Members entitled to vote at that meeting as specified in Item 3 of Schedule 2.
- (b) In determining whether a quorum for a meeting of Members is present:
 - (i) where a person is present as a Member entitled (including a Corporate Member Nominee) to vote at the Meeting and as a proxy or attorney of another Member entitled to vote at the Meeting, that person is counted separately for each appointment provided that there is at least eight (8) other Members entitled to vote at the meeting present; and
 - (ii) where a person is present as a proxy or attorney for more than one Member each of whom is entitled to vote at the meeting, that person is counted separately for each appointment provided that there is at least eight (8) other Members entitled

to vote at the meeting present.

- (c) A quorum for a meeting of Members must be present at the commencement of the meeting. If a quorum is present at the commencement of a meeting of Members, it is taken to be present throughout the meeting unless the chair of the meeting otherwise determines.
- (d) If a quorum is not present within 30 minutes after the time appointed for a meeting of Members:
 - (i) if the meeting was called under Article 4.1(b) or Article 4.1(c), the meeting is dissolved; and
 - (ii) for any other meeting, the meeting is adjourned to the date, time and place as the meeting chair may appoint, or failing any such appointment, to the same day in the next week at the same time and place as the meeting adjourned.
- (e) If a quorum is not present within 30 minutes after the time appointed for an adjourned meeting of Members:
 - (i) if there are not less than 50% of the number of Members present as represent a quorum under Item 4 of Schedule 2, then they shall constitute a quorum; and
 - (ii) otherwise, the meeting is dissolved.

4.7 Chair

- (a) The President must (if present within 15 minutes after the time appointed for the holding of the meeting and willing and able to act) chair each meeting of Members.
- (b) If at a meeting of Members:
 - (i) there is no President;
 - (ii) the President is not present within 15 minutes after the time appointed for the holding of a meeting of Members; or
 - (iii) the President is present within that time but is not willing or able to chair all or part of that meeting,then the Vice President, or in default of the Vice President, another Board member or a Member elected by majority vote of Board members present, will chair all or part of the meeting of Members.
- (c) If at a meeting of Members:
 - (i) the President and the Vice President are not available, or a chair of that meeting has not been elected by the Board members under Article 4.7(b); or
 - (ii) the chair elected by the Board members is not willing or able to chair all or part of a meeting of Members,then the Members present must elect a Member, present and willing to act, to chair that meeting.

4.8 General conduct of meetings

- (a) Subject to the Act and any relevant provisions in the By-laws, the chair of a meeting of Members is responsible for the general conduct of that meeting and for the procedures to be adopted at that meeting and rulings by the chair on such matters made in good faith shall be prima facie binding on the meeting and its Members.
- (b) The chair of a meeting of Members must give those entitled to attend and speak at such meetings a reasonable opportunity to ask questions and make comments at the meeting (including the auditor (if any)).
- (c) The chair of a meeting of Members may delegate any power conferred by this Article 4.8 to any person.
- (d) The powers conferred on the chair of a meeting of Members under this Article 4.8 do not limit any powers conferred at law upon a chair of a meeting.

4.9 Resolutions of Members

- (a) Subject to the Act and other than for Special Resolutions, a resolution of Members is passed if more votes are cast in favour of the resolution by Members entitled to vote on the resolution than are cast against the resolution.
- (b) Unless a poll is requested in accordance with Article 4.10, a resolution put to the vote at a meeting of Members is to be decided on a show of hands.
- (c) A declaration by the chair of a meeting of Members that a resolution has been passed on a show of hands, passed by a particular majority, or not passed, and an entry to that effect in the minutes of the meeting, is sufficient evidence of that fact, unless proved incorrect.

4.10 Polls

- (a) A poll may be demanded on any resolution at a meeting of Members except:
 - (i) the election of a chair of that meeting; or
 - (ii) the adjournment of that meeting.
- (b) A poll on a resolution at a meeting of Members may be demanded by:
 - (i) at least five Members present and entitled to vote on that resolution; or
 - (ii) the chair of that meeting.
- (c) A poll on a resolution at a meeting of Members may be demanded:
 - (i) before a vote on that resolution is taken; or
 - (ii) before, or immediately after, the result of the vote on that resolution on a show of hands is declared.
- (d) A demand for a poll may be withdrawn.
- (e) A poll demanded on a resolution at a meeting of Members must be taken in the manner and at the time and place the chair directs.
- (f) The result of a poll demanded and taken on a resolution of a meeting of Members is a resolution of that meeting.
- (g) A demand for a poll on a resolution of a meeting of Members does not prevent the continuance of that meeting or that meeting dealing with any other business pending the taking of the poll or the declaration of the result of the poll.

4.11 Adjourned, cancelled and postponed meetings

- (a) Subject to the Act, the chair of a meeting of Members:
 - (i) may; and
 - (ii) must, if the Members present with a majority of votes that may be cast at that meeting agree or direct the chair to do so,
adjourn a meeting of Members to any day, time and place.
- (b) No person other than the chair of a meeting of Members may adjourn that meeting.
- (c) Notice of an adjourned meeting is only required if the period of adjournment exceeds the Prescribed Period.
- (d) Only business left unfinished is to be transacted at a meeting of Members resumed after an adjournment.
- (e) Subject to the Act and this Article 4.11, the Board may at any time postpone or cancel a meeting of Members by giving notice, not less than 3 Business Days before the time at which the meeting was to be held, to each person to whom the notice of the meeting was required to be given.
- (f) A general meeting called under Article 4.1(b) must not be cancelled by the Board without the consent of the Members who requested the meeting.
- (g) A general meeting called under Article 4.1(c) must not be cancelled or postponed by the

Board without the consent of the Members who called the meeting.

- (h) A notice adjourning or postponing a meeting of Members must set out the place, date and time for the revised meeting (and if the revised meeting is to be held in two or more places, the technology that will be used to facilitate this).

4.12 Number of votes

- (a) Subject to this Constitution and any rights or restrictions attached to a Class of Membership or any sub-category status within a Class as prescribed in the By-laws, on a show of hands at a meeting of Members, every Member present has one vote, and on a poll at a meeting of Members, every Member present in person or by proxy has voting rights as prescribed in the By-laws applicable to that Class or sub-category status within a Class.
- (b) In the case of an equality of votes on a resolution at a meeting of Members, the chair of that meeting does not have a casting vote on that resolution whether on a show of hands or on a poll, in addition to any vote the chair of the meeting has in respect of that resolution.
- (c) A Member present at a meeting of Members is not entitled to vote on any resolution, whether in person or by proxy or attorney, while that Member is the subject of suspension under Article 2.6 or their Member rights are under suspension under Articles 2.9.
- (d) A Member is not entitled to vote, whether in person or by Corporate Member Nominee or proxy or attorney, on a resolution at a meeting where that Member's vote is prohibited by the Act or an order of a court of competent jurisdiction.
- (e) The Organisation must disregard any vote on a resolution purported to be cast by a Member present at a meeting of Member where that person is not entitled to vote on that resolution, including by reason of Article 4.12(c) or (d).
- (f) The authority of a proxy or attorney for a Member to speak or vote at a meeting of Members is suspended while the Member who appointed the proxy or attorney is present in person (including via Corporate Member Nominee) at that meeting.

4.13 Objections to qualification to vote

- (a) An objection to the qualification of any person to vote at a meeting of Members may only be made:
 - (i) before that meeting, to the Board; or
 - (ii) at that meeting (or any resumed meeting if that meeting is adjourned), to the chair of that meeting.
- (b) Any objection under Article 4.13(a) must be decided by the Board or the chair of the meeting of Members (as the case may be), whose decision, made in good faith, is final and conclusive.

4.14 Proxies and attorneys

- (a) A Member, who is entitled to attend and cast a vote at a meeting of Members, may vote on a show of hands and on a poll:
 - (i) in person (including via a Corporate Member Nominee in the case of a corporate Member);
 - (ii) by not more than one proxy; or
 - (iii) by not more than one attorney.
- (b) A proxy or attorney of a Member must be a Member or a Corporate Member Nominee.
- (c) A Member may appoint a proxy or attorney for:
 - (i) all meetings of Members; or
 - (ii) any one or more specified meetings of Members.
- (d) An instrument appointing a proxy is valid if it is signed by the Member (or a Corporate Member Nominee in the case of a corporate Member) making the appointment and

contains:

- (i) the name and address of that Member;
 - (ii) the name of the Organisation;
 - (iii) the name of the proxy or the name of the office held by the proxy; and
 - (iv) the meeting(s) of Members at which the proxy may be used.
- (e) The chair of a meeting of Members may determine that an instrument appointing a proxy is valid even if it contains only some of the information specified in Article 4.14(d).
- (f) An instrument appointing a proxy or an attorney must be substantially in a form as may be prescribed in the By-laws or such other form as the chair of the meeting may accept from time to time.
- (g) Subject to the Act, the decision of the chair of a meeting of Members made in good faith as to the validity of an instrument appointing a proxy or attorney is final and conclusive.
- (h) Unless otherwise provided in the Act or in the appointment a Corporate Member Nominee, a proxy or attorney may:
- (i) agree to a meeting of Members being called by shorter notice than is required by the Act or this Constitution;
 - (ii) agree to a resolution being either or both proposed and passed at a meeting of Members of which notice of less than the Prescribed Period is given;
 - (iii) speak on any resolution at a meeting of Members on which the proxy or attorney may vote;
 - (iv) vote at a meeting of Members (but only to the extent allowed by the appointment) on any resolution with respect to which the appointing Member may vote;
 - (v) demand or join in demanding a poll on any resolution at a meeting of Members on which the proxy or attorney may vote; and
 - (vi) attend and vote at any meeting of Members (at which the appointing Member may attend and vote) which is rescheduled or adjourned.
- (i) Unless otherwise provided in the Act or in the appointment, a proxy or attorney may vote on:
- (i) any amendment to a resolution on which the proxy or attorney may vote;
 - (ii) any motion not to put that resolution or any similar motion; and
 - (iii) any procedural motion relating to that resolution, including a motion to elect the chair of a meeting of Members, vacate the chair or adjourn that meeting,
- to the extent to which the appointing Member would be entitled to vote, even if the appointment does or does not direct the proxy or attorney how to vote on that resolution.
- (j) A proxy or an attorney for a Member cannot vote on a show of hands if they hold two or more appointments of proxy or attorney that specify different ways of voting.
- (k) With a notice of meeting of Members, the Organisation must send a form of proxy to Members in respect of that meeting of Members. The form of proxy is to be compliant with that as may be prescribed in the By-laws and it must only provide for the Member:
- (i) to appoint a proxy of the Member's choice, but may specify who is to be appointed as proxy if the Member does not choose; and
 - (ii) to vote for or against each resolution, and may also provide for the Member to abstain from voting on one or more resolutions.
- (l) If the name of the proxy or the name of the office of the proxy in a proxy form of a Member is not filled in, the proxy of that Member is:
- (i) the person specified by the Organisation in the form of proxy in the case that the Member does not specify another person; or

- (ii) if no person is so specified, the chair of that meeting.
- (m) A Member entitled to vote at a meeting of Members may specify the manner in which their proxy or attorney is to vote on a particular resolution at a meeting of Members but, unless specified, the proxy or attorney may vote as he or she thinks fit.
- (n) Subject to Article 4.14(j) and the provisions of this Article 4.14 generally, a proxy or attorney does not need to vote, unless the appointment specifies the way they must vote;
 - (i) if the way they must vote is specified, they must vote in that way; and
 - (ii) if the proxy or attorney is also a Member (or is a Corporate Member Nominee), or holds proxy or attorney for more than one Member, may cast the votes held on a poll or ballot in different ways.
- (o) An appointment of proxy or attorney for a meeting of Members is effective only if the Organisation receives the appointment (and any authority under which the appointment was signed or a certified copy of the authority) not less than 48 hours before the time scheduled for commencement of that meeting (or any adjournment of that meeting).
- (p) Unless the Organisation has received notice in writing before the time scheduled for the commencement or resumption of a meeting of Members, a vote cast at that meeting by a person appointed by a Member as a proxy or attorney is, subject to this Constitution, valid even if, before the person votes, the appointment Member:
 - (i) dies or enters external administration (in the case of a corporate Member);
 - (ii) is mentally incapacitated;
 - (iii) revokes the appointment of that person; or
 - (iv) revokes the authority under which the person was appointed by a third party.

5 Directors

5.1 Number and Qualification of Directors

- (a) The Organisation must have not less than nor more than the number of Directors respectively specified in Item 4 of Schedule 2.
- (b) If the number of Directors is below the minimum numbers fixed by this Constitution (including under items 4(b) or (c) of Schedule 2), the Board must take all reasonable steps to cause to be appointed one or more additional Directors, including as may be required, calling a meeting of Members or Council for the purpose of electing a Director or Directors to ensure the Organisation has at least the minimum number of Directors required by this Article.
- (c) A Director must be a Member (or a Corporate Member Nominee) who is entitled to be director of a corporation registered under the Act and who is entitled to exercise unrestricted voting rights of a Member at an AGM.

5.2 Board Composition

- (a) The Board may comprise a combination of Member Elected Directors, Council Elected Directors and Board Appointed Directors.
- (b) The Organisation must have not less than and not more than the number of such types of Directors as is specified in Item 4 of Schedule 2.

5.3 Appointment of Member Elected Directors by Members

- (a) Member Elected Directors may be elected at general meetings of Members and are usually elected at the AGM of the Organisation.
- (b) A Member (or a Corporate Member Nominee) entitled to vote at a general meeting of Members may nominate a Member (or a Corporate Member Nominee) who is eligible under Article 5.1(c) to be a Member Elected Director.
- (c) The By-laws may prescribe the form and procedure to be followed with respect to:

- (i) the nomination of a Member Elected Director;
 - (ii) the manner of presentation to the Members in general meeting of any such nomination for consideration by that meeting; and
 - (iii) the manner in which voting for Member Elected Directors will occur at the general meeting of Members, subject nevertheless to the Act.
- (d) Subject to Article 5.6(e) a Member Elected Director will be appointed for a term commencing on the date of the general meeting at which they were elected and ending on the date determined in accordance with Article 5.6.

5.4 Appointment of Board Appointed Directors

- (a) Subject to Article 5.2(b), the Board of Directors may resolve to appoint Board Appointed Directors from time to time.
- (b) A Board Appointed Director will be appointed for a term commencing on the date of appointment in accordance with this Article 5.4 and ending on the date determined in accordance with Article 5.6.
- (c) A Board Appointed Director appointed at a meeting of the Board will be taken to have been appointed on the date of that meeting or such other date as shall be the resolve of that meeting of the Board.

5.5 Appointment of Council Elected Directors by Council

- (a) Council Elected Directors may be elected at meetings of Council and are usually elected at the meeting of Council which is held proximately to the AGM.
- (b) A Councillor may nominate a Member (or a Corporate Member Nominee) who is eligible under Article 5.1(c) to be a Council Elected Director.
- (c) The provisions of Article 5.3(c) and (d) apply mutatis mutandis with respect to the appointment of Council Elected Directors but as if the terms:
 - (i) "Member Elected Director", "Members" and "general meeting";
 respectively were reference to:
 - (ii) "Council Elected Director", "Councillors" and "meeting of Council".

5.6 Retirement and re-appointment of Directors

- (a) Member Elected Director
Subject to this Article, a Member Elected Director must retire at the third AGM after the date of their election by the Members.
- (b) Board Appointed Director
Subject to this Article, a Board Appointed Director must retire by the earlier of the expiry of the term of appointment designated by the Board at the time of their appointment and the closure of the next meeting of the Board following the third anniversary of their appointment by the Board.
- (c) Council Elected Directors
Subject to this Article, a Council Elected Director must retire at the next meeting of the Council following the third anniversary of their appointment by the Council.
- (d) Casual Appointments (Member Elected Directors and Council Elected Directors)
Subject to this Article, if a Member Elected Director or a Council Elected Director vacates or is removed from office for any reason, then the Board may resolve to appoint another person as a Member Elected Director or a Council Elected Director in the place of that Member Elected Director or Council Elected Director who is no longer continuing in office PROVIDED THAT the term of that appointment will only be until the next AGM or next meeting of Council (as applicable) following the appointment, at which AGM or meeting of Council (as applicable) the appointee must retire from office.

(e) Re-appointment Opportunity

Subject to Article 5.7, a Director (including a Member Elected Director, a Board Appointed Director or a Council Elected Director appointed under Article 5.6(d)) will be eligible for re-appointment (as applicable) at the expiration of their term of office.

5.7 Maximum term for a Director

- (a) Subject only to this Article 5.7, no Director may serve as a Director for more than the number of years in total specified in Item 5 of Schedule 2, PROVIDED THAT this provision does not apply to a Director who serves as a representative or nominee director on behalf of the Organisation on the board of Australian Chamber of Commerce and Industry Inc (or its successor organisations) for so long as that person continues to serve on the board of that organisation in such a capacity.
- (b) In the case of a person appointed to fill a casual vacancy on the Board as a Member Elected Director or a Council Elected Director under Article 5.6(d) the period between the appointment of that person as a Director and the next AGM or meeting of Council (as applicable) following that appointment, will not be counted as a Term or part of a Term and will not be included in determining whether a Director has served as a Director for the purposes of Article 5.7(a) or, in the case of the President for the purposes of Article 6.1(c).
- (c) For the purposes of this Article, any prior period of office served by a Director will not be counted towards the Director's maximum term of office if at least a continuous period of 3 years has elapsed during which the person was not a Director.

5.8 Vacation of office of Director

- (a) A Director may resign from office by giving the Organisation notice in writing.
- (b) Subject to the Act and Article 5.8(c):
 - (i) the Members in general meeting, by ordinary resolution, at any time may remove any Member Elected Director, Board Appointed Director or Council Elected Director from office;
 - (ii) the Council, by ordinary resolution at any time may remove a Council Elected Director from office; and
 - (iii) the Board, by resolution at any time may remove any Board Appointed Director from office.
- (c) A Director automatically ceases to be a Director if the Act so provides or if that Director:
 - (i) dies;
 - (ii) becomes of unsound mind or a person whose property is liable to be dealt with under a law relating to mental health;
 - (iii) is absent without the consent of the Board from all meetings of the Board held during a period of 4 months and the other Directors resolve that his or her office be vacated;
 - (iv) resigns or is removed from office under this Constitution;
 - (v) becomes ineligible to be a Director either under this Constitution, the By-laws or at law;
 - (vi) becomes an undischarged bankrupt;
 - (vii) ceases to be a Member or a Corporate Member Nominee.

5.9 No Alternate Directors

A Director may not appoint a person as his or her alternate Director.

5.10 Payment to Directors prohibited

- (a) Subject to Article 5.10(b) the Organisation must not pay any fees to a Director for performing his or her duties and responsibilities as a Director unless the Members in general meeting have approved the payment or the Members in general meeting have approved payment of fees to Directors, at the discretion of the Board, with a maximum

annual pool or cap amount for all Directors in any one year, and the payment is within that annual pool or cap amount.

- (b) A payment of the kind referred to in Article 1.5(b) may be made to a Director if that payment has been approved by the Board.

5.11 Skills, experience and attributes of Directors

- (a) General skills, experience and attributes

When Members are nominating or electing Member Elected Directors, when the Board is making casual appointees under Article 5.5(d) or appointing Board Appointed Directors and when the Council is nominated or electing Council Elected Members, they are encouraged to have regard to the skills, experience and attributes of the Board as a whole, and those skills, experience and attributes that are best likely to lead the Organisation in the pursuit of its strategies and objects and to assure the proper governance oversight of management. Without limitation or prescription, those skills, experience and attributes of the Board as a whole to which Members and the Board should have regard include:

- (i) relevant business, professional, financial and governance experience, skills, acumen and networks;
- (ii) an understanding of and empathy with relevant stakeholder interests of the Organisation;
- (iii) an understanding of and experience with respect to the Western Australian and Australian economic, social and government framework and policy settings;
- (iv) experience in the governance and management of business and professional member organisations; and
- (v) diversity of experience and perspective.

- (b) Board Skills Matrix (or similar)

From time to time the Board (including via a Board committee with delegated authority for this purpose) should determine, in its judgement, and communicate to the Members, at or around the time when nominations for Member Elected Directors and Council Elected Directors are open:

- (i) the desired suite of skills, experience and attributes that the Board (as a whole) desirably should have to meet the Organisation's strategic objectives and needs (including by way of guidance only, to those listed in (a) above);
- (ii) any "gap" in the desired skills, experience and attributes of the existing and continuing Directors so as to assist Members and Councillors in identifying prospective nominees, and to assist Members and Councillors in the exercise of their voting for Member Elected Directors and Council Elected Directors.

- (c) Background Information on proposed Member Elected Directors, Council Elected Directors and Board Appointed Directors

Any proposed nominee for the election or appointment as a Director must provide background career and personal information as to their skills, experience and attributes to the Board (including via a Board committee with delegated authority for that purpose) as provided for in the By-laws. This information, or a succinct summary of it, is to be provided by the Board (or its committee) to the Members and Councillors (as applicable), including at or about the time of election of Member Elected Directors or Council Elected Directors, so as to assist Members and Councillors in the exercise of their voting for Member Elected Directors and Council Elected Directors (as applicable).

5.12 Consents and Undertakings

Each Director must sign, complete and deliver to the Organisation such forms of consent, contact information and undertakings to observe and comply with the Act, the Constitution and the By-laws, as may be prescribed in the By-laws, as a precondition to their taking office as a Director.

6 Officers and Officeholders

6.1 President and Vice President

- (a) Subject to this Article 6.1, the Board shall:
 - (i) elect a Director as President and chair of the Board for a term of up to three years (or such shorter period determined by the Board), or until the relevant person ceases to be a Director; and
 - (ii) elect a Director as Vice President, for a term of up to three years (or such shorter period determined by the Board) or until the relevant person ceases to be a Director.
- (b) The Board may remove:
 - (i) the President including as chair of the Board, and/or
 - (ii) the Vice President including as deputy chair of the Board,by Board resolution at any time.
- (c) A Director must not be elected as the President for more than the number of years in total specified in Item 6 of Schedule 2 and must not be elected as the President if the term of appointment as President would result in the Director serving on the Board (whether as a Director and/or the President) for more than the number of years in total specified in Item 6 of Schedule 2 (or such longer period where Article 5.7(b) applies).
- (d) The President must (if present within 15 minutes after the time appointed for the holding of the meeting and willing to act) chair each meeting of the Board.
- (e) If:
 - (i) there is no President; or
 - (ii) the President is not present within 15 minutes after the time appointed for the holding of a meeting of the Board; or
 - (iii) the President is present within that time but is not willing or able to chair all or part of that meeting,then the Vice President, or in default of the Vice President, one of the Directors present elected by those present, will chair the meeting.

6.2 Chief Executive Officer

- (a) The Board may appoint a person as the CEO, such period and on such terms (including as to remuneration) as the Board resolves.
- (b) The Directors may delegate such of their powers (including the power to delegate) to the CEO as provided in Article 7.3.
- (c) Subject to any agreement between the Organisation and the CEO the Board may:
 - (i) revoke or vary the appointment of the CEO;
 - (ii) revoke or vary any power delegated to the CEO; and/or
 - (iii) suspend the appointment of the CEO or suspend the delegation of powers to the CEO for such period and on such terms as the Board may determine in good faith.
- (d) The CEO must exercise the powers delegated to him or her in accordance with any lawful directions of the Board.
- (e) The exercise of a delegated power by the CEO is as effective as if the Board exercised the power.
- (f) The CEO is not a Director and has no inherent power or right to attend, speak or vote at meetings of the Board, however by standing or other invitation of the President, the CEO may and is expected to attend and speak at meetings of the Board in an ex officio capacity, other than when the Board may be meeting in "closed session" without executives and/or management present.
- (g) The CEO is not entitled to hold office as a Director.

6.3 Secretary

- (a) The Organisation must have at least one Secretary as required by the Act.
- (b) A Secretary or Secretaries for the Organisation may be appointed by the Board for any period and on any terms (including as to remuneration) as the Board resolves.
- (c) Subject to any agreement between the Organisation and the Secretary, the Board may remove or dismiss a Secretary at any time, with or without cause, and may revoke or vary the appointment of a Secretary.
- (d) The Board will determine the role, duties and responsibilities of the Secretary and to whom the Secretary will account, including as may be provided for in the By-laws.

6.4 Indemnity and insurance

- (a) To the extent permitted by law, the Organisation must indemnify each Relevant Officer against:
 - (i) a Liability of that person; and
 - (ii) Legal Costs of that person.
- (b) To the extent permitted by the law, the Organisation may make a payment (whether by way of advance, loan or otherwise) to a Relevant Officer in respect of Legal Costs of that person.
- (c) To the extent permitted by the law, the Organisation may pay, or agree to pay, a premium for a contract insuring a Relevant Officer against:
 - (i) a Liability of that person; and
 - (ii) Legal Costs of that person.
- (d) To the extent permitted by law, the Organisation may enter into an agreement or deed with:
 - (i) a Relevant Officer; or
 - (ii) a person who is, or has been, an officer of the Organisation or a related body corporate of the Organisation,under which the Organisation must do all or any of the following:
 - (iii) keep books of the Organisation and allow that officer, and his or her advisers, access to those books on the terms agreed;
 - (iv) indemnify that officer against any Liability of that officer;
 - (v) make a payment (whether by way of advance, loan or otherwise) to that officer in respect of Legal Costs of that officer; and
 - (vi) keep that officer insured in respect of any act or omission by that officer, while a Relevant Officer or an officer of the Organisation or a related body corporate of the Organisation, on the terms agreed (including as to payment of all or part of the premium for a contract of insurance).

7 Powers of the Organisation and Board

7.1 General powers

- (a) Subject to this Constitution, the Organisation may exercise, in any manner permitted by the Act, any power which a public company limited by guarantee may exercise under the Act in order to achieve the objects and strategic focus of the Organisation.
- (b) The Board is responsible for the sound governance of the Organisation.
- (c) Subject to this Constitution, the business of the Organisation is to be managed by, or under the direction of, the Board and the Board may exercise all the powers of the Organisation except any powers that the Act or this Constitution requires the Organisation to exercise in General Meeting or only with the approval of the Council or the Members in

General Meeting.

- (d) Other than with the approval of the Council, the Board shall not:
 - (i) acquire, dispose of or otherwise purchase, sell, exchange or assign any asset with a value; or
 - (ii) borrow or raise money secured over assets of the Organisation where the amount borrowed or raised is,

in excess of 25% of the net assets of the Organisation as at the preceding 30 June (as per the Organisation's audited financial statements) PROVIDED THAT should the Board propose to do any matter or thing requiring the approval of the Council in the terms of this Article 7.1(d) then the Board must provide in a timely manner to the Councillors sufficient relevant information concerning the proposed matter to enable the Councillors to make a reasonably informed decision at the Council meeting as to the proposed matter.

7.2 Execution of Documents

- (a) If the Organisation has a common seal:
 - (i) the Organisation may execute a document if that seal is fixed to the document and the fixing of that seal is countersigned by:
 - (A) two Directors; or
 - (B) a Director and a Secretary; or
 - (C) a Director and another person appointed by the Board for that purpose.
 - (ii) particulars of the use of the common seal (including the reasons for its use, its counter-signatories and the date of its use) will be promptly recorded in the Organisation's corporate secretarial records.
- (b) The Organisation may execute a document without a common seal if the document is signed by:
 - (i) two Directors; or
 - (ii) a Director and a Secretary; or
 - (iii) a Director and another person appointed by the Board for that purpose.
- (c) The Board may resolve, generally or in a particular case:
 - (i) to delegate the power to execute documents on behalf of the Organisation to officers of the Organisation;
 - (ii) to grant and execute power(s) of attorney to execute documents and to do such things on behalf of and in the name of the Organisation to such person or persons, as the Board may determine.
- (d) Negotiable instruments may be signed, drawn, accepted, endorsed or otherwise executed by or on behalf of the Organisation in the manner, and by the persons, as the Board so resolves.

7.3 Committees and delegates

- (a) The Board may delegate any of its powers (including this power to delegate) to a committee of the Board, the CEO or an employee of or contractor to the Organisation.
- (b) The Board may revoke or vary any power delegated under Article 7.3(a).
- (c) A committee or delegate must exercise the powers delegated in accordance with any directions of the Board.
- (d) The proper exercise of a delegated power by the committee or delegate is as effective as if the Board exercised the power itself.
- (e) Any delegation of the Board of any of its powers must be recorded in the Board's minute book.

7.4 Attorney or agent

- (a) The Board may appoint any person to be attorney or agent of the Organisation for any purpose, for any period and on any terms (including as to remuneration) as the Board resolves.
- (b) The Board may delegate any of their powers (including the power to delegate) to an attorney or agent.
- (c) The Board may revoke or vary:
 - (i) an appointment under Article 7.4(a); or
 - (ii) any power delegated to an attorney or agent.

7.5 Affiliated Organisations

- (a) The Board may resolve to declare organisations relevant to the business and objects of the Organisation to be afforded the status of Affiliated Organisations;
- (b) The Board may determine that an Affiliated Organisation no longer holds status as an Affiliated Organisation;
- (c) An Affiliated Organisation may at any time by notice in writing to the Organisation declare that it no longer holds status as an Affiliated Organisation.
- (d) The Organisation may enter into agreements from time to time with Affiliated Organisations including, and without limitation, with respect to support concerning:
 - (i) cross membership entitlements;
 - (ii) funding;
 - (iii) logistics, support;
 - (iv) policy development;
 - (v) services;
 - (vi) co-operative arrangements;
 - (vii) governance;
 - (viii) otherwise.
- (e) Any termination of status of an Affiliated Organisation under this article is without prejudice to any contractually accrued or accruing rights under an agreement entered into in the terms of (d) above.

7.6 Duties of Directors

The Directors must comply with their duties as directors under the law, including the duties imposed on directors and officers under the Act.

7.7 Conflicts of Interest

- (a) A Director must disclose the nature and extent of any actual or perceived material conflict or interest in a matter that is being considered at a meeting of the Board (or that is proposed in a circular resolution):
 - (i) to the other Directors;
 - (ii) if all of the Directors have the same conflict of interest, to the Members at the next meeting of Members, or at an earlier time if reasonable to do so.
- (b) The disclosure of a conflict of interest by a Director must be recorded in the minutes of the meeting.
- (c) Each Director who has a material personal interest in a matter that is being considered at a meeting of the Board (or that is proposed in a circular resolution) must not, except as provided under Article 7.7(d):
 - (i) be present at the meeting while the matter is being deliberated; or
 - (ii) vote on the matter.

- (d) A Director may still be present and vote if:
 - (i) their interest arises because they are a Member (or a Corporate Member Nominee) of the Organisation, and the other Members have the same interest;
 - (ii) their interest relates to an insurance contract that insures, or would insure, the Director against liabilities that the Director incurs as a Director of the Organisation;
 - (iii) their interest relates to a payment by the Organisation under an indemnity provided in accordance with Article 6.4 or any contract relating to an indemnity that is allowed under the Act;
 - (iv) the Australian Securities and Investments Commission makes an order allowing the Director to vote on the matter; or
 - (v) the Directors who do not have a material personal interest in the matter pass a resolution that:
 - (A) identifies the Director, the nature and extent of the Director's interest in the matter and how it relates to the affairs of the Organisation; and
 - (B) says that those Directors are satisfied that the interest should not stop the Director from voting or being present.

8 Proceedings of Board

8.1 Written resolutions of the Directors

- (a) The Directors may pass a resolution, without a meeting of the Board being held, if a copy of the proposed resolution is sent to all Directors and not less than an Absolute Special Majority of Directors, entitled to vote on the resolution, assent to a document containing a statement that they are in favour of the resolution set out in the document.
- (b) Separate copies of documents referred to in Article 8.1(a) may be used for assenting to by Directors if the wording of the resolution and the statement is the same in each copy.
- (c) A Director may signify assent to a document under Article 8.1(a) by signing the document or by notifying the Organisation of that assent in a manner permitted by Article 15.3.
- (d) Where a Director signifies assent to a document under Article 8.1(c) other than by signing the document, the Director must, by way of confirmation, sign the document before, or at, the next Board meeting attended by that Director.
- (e) The resolution the subject of a document under this Article is not invalid if a Director does not comply with Article 8.1(d).

8.2 Meetings of the Board

- (a) The Directors may meet, adjourn and otherwise regulate their Board meetings as they think fit.
- (b) A meeting of the Board may be held, including remotely at more than one venue, using any technology consented to by all Directors.
- (c) The consent of the Directors under Article 8.2(b) may be for all meetings of the Board or for any one or more specified meetings and a Director may within a reasonable period before a meeting by written notice to the Organisation, withdraw a consent previously given.
- (d) If a meeting of the Directors is held in two or more places linked together by any technology:
 - (i) a Director present at one of the places is taken to be present at the meeting unless and until that Director states to the chair of the meeting that he or she is discontinuing participation in the meeting; and
 - (ii) the chair of that meeting may determine at which place the meeting will be taken to have been held.

8.3 Who can call meetings of the Board

- (a) The President, Vice President, the CEO or any 2 other Directors jointly may call a meeting

of the Board at any time by notice to the Secretary.

- (b) On notice being given under Article 8.3(a), the Secretary (or another acting in the role of the Secretary) must call a meeting of the Board in accordance with Article 8.4.

8.4 How to call meetings of the Board

- (a) Subject to Article 8.4(e), notice of a meeting of the Board must be given to each Director.
- (b) A notice of meeting of the Directors must:
 - (i) set out the place, date and time for the meeting (and, if the meeting is to be held in two or more places, the technology that will be used to facilitate this); and
 - (ii) state the general nature of the business of the meeting.
- (c) Subject to Article 8.4(e), not less than 24 hours notice of a meeting of the Board must be given, unless an Absolute Special Majority of Directors agree otherwise.
- (d) A Director may waive notice of a meeting of the Board by notice in writing to the Organisation to that effect.
- (e) In the case of an emergency or other corporate urgency, a meeting may be called on short notice, without formal notice of meeting, at the behest of the President, Vice President or the CEO.

8.5 Quorum

- (a) Subject to the Act, a quorum for a meeting of the Board is a majority of the total number of Directors.
- (b) A quorum for a meeting of the Board must be present at all times during the meeting PROVIDED THAT a person who has declared a conflict of interest and has absented themselves (or abstained from deliberating and voting) on a matter before the meeting will still be counted as being present for the purposes of a quorum.

8.6 Resolutions of the Board

- (a) A resolution of the Board, other than a resolution requiring an Absolute Special Majority, is passed if more votes are cast in favour of the resolution than against it.
- (b) Subject to the Act and this Article 8.6, each Director has one vote on a matter arising at a meeting of the Board.
- (c) Subject to the Act, in case of an equality of votes on a resolution at a meeting of the Board, the chair of that meeting does not have a casting vote on that resolution in addition to any vote the chair of the meeting has in his or her capacity as a Director.

9 Board Committees

9.1 Board may establish Committees

The Board may on its own resolution constitute committees of the Board to assist it in the performance of its responsibilities.

9.2 Terms of Reference and Governance

The terms of reference, governance arrangements, and meeting processes and accountability requirements of Board committees will be determined by the By-laws or by the Board at the time of establishment of the relevant committee.

9.3 Review

The Board may from time to time:

- (a) review and vary the matters referred to in Article 9.2; and
- (b) resolve to terminate the ongoing constitution of a Board committee.

10 General Council

10.1 Role and function of General Council

There shall be a body to be known as the General Council. The General Council has the following role and responsibilities:

- (a) to provide input into the Organisation's public policy framework, priorities and positions;
- (b) to provide advice and support to the Board on the request of the Board;
- (c) to be a point of interface between political, diplomatic, civic and business representatives and the Organisation on matters relating to policy;
- (d) to elect and appoint Council Elected Directors; and
- (e) to pass resolutions for the purposes of Article 7.1(d).

10.2 General Council Composition

- (a) The Council shall comprise a combination of:
 - (i) up to 12 Councillors elected by Members, including, but not limited to, the following:
 - (A) up to 3 Councillors identified as "future leaders" and elected from business schools of university Members and/or emerging leaders within Members ("**Future Leader Councillors**"); and
 - (B) up to 3 Councillors identified as "current and emerging First Nations leaders" and elected from First Nations Members ("**First Nations Business Councillors**");
(Councillors elected by Members, including Future Leader Councillors and First Nations Business Councillors are "**Member Elected Councillors**");
 - (ii) up to 8 Councillors appointed by the Board ("**Board Appointed Councillors**");
 - (iii) up to 8 Councillors appointed by the Council ("**Council Appointed Councillors**")
 - (iv) members of the Board including the President and the Vice President ex officio.
- (b) Member Elected Councillors may be elected at general meetings of Members and are usually elected at the AGM of the Organisation. The provisions of Articles 5.3 and 5.6(a) shall apply mutatis mutandis to the election of Member Elected Councillors as if the term "Member Elected Director" was reference to "Member Elected Councillor".
- (c) Council Appointed Councillors may be appointed by resolution of the Council at a duly convened Council meeting and will be appointed for a term commencing on the date of resolution of their appointment and ending on the earlier of the expiry of the term of appointment as determined by the Council at the time of their appointment and the date of the Council meeting most proximate to the 3rd anniversary of their appointment.
- (d) Board Appointed Councillors may be appointed by resolution of the Board and will be appointed for a term commencing on the date of resolution of their appointment and ending on the earlier of the expiry of their term of appointment as determined by the Board at the time of their appointment and the 3rd anniversary of the date of their appointment.
- (e) Councillors may be removed from office as Councillors as follows:
 - (i) Member Elected Councillors – by resolution of the Members in general meeting;
 - (ii) Council Appointed Councillors – by resolution of the Council in meeting of the Council; and
 - (iii) Board Appointed Councillors - by resolution of the Board.
- (f) Councillors whose office as a Councillor expires in the terms of this Article 10.2 shall retire from office but are eligible for re-election or re-appointment in accordance with the provision of this Article 10.2 provided that the maximum aggregate period that a person may serve on Council, without at least a 3 year continuous break from being a Councillor, is 9 years. Councillors appointed to Council in an ex officio capacity (refer Article 10.2(a)(iv) and (v)) shall not be subject to this Article 10.2(f).
- (g) A person is not eligible for election or appointment as a Councillor, or for their retention of office as a Councillor, unless the person is a Member (or a Corporate Member Nominee).

- (h) A Councillor may retire from office as a Councillor by written notice to the Organisation and will be deemed to have retired from office if the Councillor:
 - (i) is no longer a Member or a Corporate Member Nominee;
 - (ii) dies or becomes of unsound mind;
 - (iii) is an undischarged bankrupt.

10.3 General Council Meetings

- (a) Chair of Council meetings

The President shall chair meetings of the Council, or in his/her absence, the Vice President or in the absence of the President and Vice President, another member of the Council in attendance elected by the meeting to fulfill that function.
- (b) Quorum

A quorum for Council meetings shall be 8 Councillors.
- (c) General

Subject to any express provision of this Article, the provisions of Article 8 concerning proceedings of the Board will apply mutatis mutandis to proceedings of the Council with such modifications as may be reasonable to give effect thereto and as if the terms "Board", "Directors" and "Absolute Special Majority" were reference to "Council", "Councillors" and "simple majority" respectively.

11 Policy development and advocacy

The CEO and/or management of the Organisation will:

- (a) actively consult with Members with respect to the initiation, development and refinement of the Organisation's policy positions;
- (b) actively engage Members to advocate the Organisation's policy positions; and
- (c) select from a broad range of tools, approaches, processes and forums to engage with Members on policy and advocacy.

12 By-laws

12.1 By-laws

In addition to the provisions of this Constitution including Article 12.6 and Schedule 3, and subject to Article 12.3, By-laws may from time to time be prescribed to govern and/or regulate By-law Matters.

12.2 By-law Matters

By-law matters include:

- (a) any matter of a nature authorised by this Constitution to be capable of being the subject of a By-law;
- (b) any matter pertinent to:
 - (i) Membership, Classes and sub-categories status within a Class;
 - (ii) Fees;
 - (iii) meetings of Members or Councillors;
 - (iv) rights, responsibilities and conduct of Members;
 - (v) procedures concerning nomination, voting on and election of Member Elected Directors, Councillor Elected Directors, Member Elected Councillors and/or Council Elected Councillors;
 - (vi) governance and management of the Organisation;

(vii) policies, procedures, protocols and practices of the Organisation.

12.3 No conflict with Constitution

No By-law may conflict with a provision of this Constitution and if it does:

- (a) the By-law is either void or will be read down to the extent of such conflict; and
- (b) the provisions of this Constitution will prevail.

12.4 Making of By-laws

- (a) Other than as provided in Article 12.6, By-laws may be made, varied or revoked by resolution of the Board passed with not less than an Absolute Special Majority of the Board.
- (b) Other than as provided in Article 12.6, By-Laws, and any variation to or revocation of them, will become effective on the date so determined by the Board at the time of their making or in the absence of such a determination, 30 days after the Board resolution.
- (c) Within 7 days of the Board making, varying or revoking a By-Law, a copy of the By-Law (or its variation or revocation, as applicable) must be published on the Organisation's website in a reasonably prominent location to inform Members thereof with notice being given to all Members of the change that has been made..

12.5 Force and Effect of By-Laws

By-Laws will have contractual force and effect between Members inter se, between the Organisation and the Members, and between the Organisation and its officers, in the same manner as if the By-laws had constitutional force and effect in their own right.

12.6 Current By-Laws upon adoption of Constitution

The By-laws to apply from the Effective Date of adoption of this Constitution are set out or described in Schedule 3.

13 Records

13.1 Financial Year

The financial year of the Organisation ends on 30 June in each year.

13.2 Accounts

The Board, through the Secretary and the CEO, shall cause proper accounts, books and records to be kept, in accordance with accepted Australian accounting standards consistently applied for like bodies corporate to the Organisation and otherwise as may be required under the Act with respect to:

- (a) all sums of money received or expended by the Organisation and the matter in respect of which the receipt or expenditure takes place;
- (b) all financial transactions of the Organisation;
- (c) the assets and liabilities of the Organisation; and
- (d) the Organisation's operations.

13.3 Books, accounts and records

The accounts, books and records shall be kept at the office of the Organisation or such other place from time to time determined by the Board and are open to inspection by the Directors and must be retained in accordance with the Act.

13.4 Audit

The Board shall cause the accounts to be audited annually by the Auditor.

13.5 Minutes

- (a) The Organisation must, within one month, make and keep the following records:
 - (i) minutes of proceedings and resolutions of meetings of Members, of Council

- and of Directors' meetings (including meetings of any committees);
 - (ii) minutes of circular resolutions of Directors; and
 - (iii) a copy of a notice of each meeting of Members, of Council and of Directors' meetings
- (b) The Directors must ensure that minutes of a meeting of Members, of Councils or of a Directors' meeting are signed within a reasonable time after the meeting by:
- (i) the chair of the meeting; or
 - (ii) the chair of the next meeting.
- (c) Records of minutes of meetings of Members are open for inspection by Members.

14 Alterations to Constitution

No new Article or provision shall be added to this Constitution nor shall any of the Articles or provisions contained herein be amended, altered or rescinded unless:

- (a) a Special Resolution of Members in general meeting so to do is passed; and
- (b) the provisions of the Act and this Constitution are complied with.

15 Notices

15.1 Notice to Members

- (a) Subject to Article 15.1(b), the Organisation may give notice to a Member:
- (i) by hand delivery;
 - (ii) by sending it by prepaid post to the address of the Member in the Register or the alternative address (if any) nominated by that Member;
 - (iii) by sending it to the fax number or electronic or digital address (if any) nominated by that Member; or
 - (iv) with an Absolute Special Majority of the Board, by advertisement in accordance with Article 15.1(c).
- (b) If the address of any Member in the Register is not within Australia (and its Territories) and that Member does not nominate an alternative address within Australia (and its Territories), unless otherwise specified by the Corporations Act, the Organisation may (in addition to any method of service specified in Article 15.1(a)) give a notice to that Member by:
- (i) posting it on the Organisation's internet website (if any); or
 - (ii) advertisement in accordance with Article 15.1(c).
- (c) Any notice allowed to be given by the Organisation to Members by advertisement is sufficiently advertised if advertised:
- (i) in a newspaper published on most days and generally circulating in Western Australia; or
 - (ii) in electronic form on an online media portal reasonably approved of by the Board and which is generally available and accessible to members of the public in Western Australia (even if a subscription fee is payable).

15.2 Notice to Directors and Councillors

The Organisation may give notice to a Director or Councillor:

- (a) by hand delivery;
- (b) by sending it by prepaid post to the usual residential address of that person or the alternative address (if any), including a post office box address, nominated by that person;

- (c) by sending it to the fax number or electronic or digital address (if any) nominated by that person; or
- (d) by any other means agreed between the Organisation and that person.

15.3 Notice to the Organisation

A person may give notice to the Organisation:

- (a) by leaving it at the registered office of the Organisation;
- (b) by sending it by prepaid post to the registered office of the Organisation;
- (c) by sending it to the fax number at the registered office of the Organisation;
- (d) by sending it to the electronic or digital address (if any) nominated by the Organisation for that purpose; or
- (e) by any other means permitted by the Act.

15.4 Time of service

- (a) A notice sent by prepaid post to an address within Australia is taken to be given:
 - (i) in the case of a notice of meeting, two Business Days after it is posted; or
 - (ii) in any other case, at the time at which the notice would be delivered in the ordinary course of post.
- (b) A notice sent by prepaid post to an address outside Australia is taken to be given:
 - (i) in the case of a notice of meeting, four Business Days after it is posted; or
 - (ii) in any other case, at the time at which the notice would be delivered in the ordinary course of post.
- (c) A notice sent by fax or electronic or digital means is taken to be given on the Business Day it is sent, provided that the sender's transmission report shows that the whole notice was sent to the correct fax number or electronic or digital address.
- (d) A notice posted on the Organisation's internet or advertised in accordance with Article 15.1(c) is taken to be given on the date the notice is first published on the Organisation's website or the date on which it is first advertised in terms of Article 15.1(c) (as applicable).
- (e) The giving of a notice by prepaid post is sufficiently proved by evidence that the postage was paid and the notice:
 - (i) was addressed to the correct address of the recipient; and
 - (ii) was placed in the post.

15.5 Signatures

The Board may decide, generally or in a particular case, that a notice given by the Organisation be signed by mechanical, electronic or other means.

16 Winding up

16.1 Transfer of surplus

Subject to the Act and any other applicable laws or court orders, on a winding up of the Organisation, the Members by Special Resolution must determine one or more companies, associations or institutions whose constitutions:

- (a) require them to pursue only objects similar to those in Article 1.4 and to apply their income in promoting those objects;
- (b) prohibit them from making payments or distributions to their members to at least the same extent as in Article 1.5; and
- (c) if companies, prohibit them from paying fees to their directors other than with the prior approval of the company's shareholders or members, and require their boards to approve

all other payments the company may make to their directors,
to whom the liquidator must give or transfer any surplus assets or property on winding up in
accordance with a distribution plan also determined by Special Resolution of Members.

16.2 Application to Supreme Court

If the Members fail to make a determination under Article 16.1 within 20 Business Days of the
winding up of the Organisation, the liquidator must make an application to the Supreme Court of
Western Australia to make that determination.

Schedule 1

Definitions and interpretation

1. Definitions

In this Constitution:

“Absolute Special Majority” in the context of a Board resolution means a resolution passed by not less than 75% of the total number of Directors holding office at the time of the resolution.

“AGM” means the Annual General Meeting of Members.

“Act” means the Corporations Act 2001 (Commonwealth).

“Affiliated Organisation” means an organisation (incorporated or unincorporated) involved in or associated with complementary or ancillary business or objects of the Organisation and which is determined by to be an Affiliated Organisation in the terms of Article 7.5 and which has not been determined to no longer have status as an Affiliated Organisation.

“Applicable Form” has the meaning ascribed to it in the By-laws.

“Board” means the Directors meeting from time to time as a board of directors of the Organisation.

“Board Appointed Director” means a Director appointed pursuant to Article 5.4.

“Business Day” means a day except a Saturday, Sunday or public holiday in Western Australia.

“By-Laws” means by-laws of the Organisation in the terms of Article 12.

“By-Law Matters” means matters of the nature mentioned in Article 12.2 which may be the subject of a By-Law.

“Cessation Event” means, in respect of a Member:

- (a) the death or bankruptcy or external administration (in the case of a Corporate Member) of that Member; or
- (b) that Member becoming of unsound mind or a person whose property is liable to be dealt with under a law relating to mental health.

“President” means a person elected as President of the Board under Article 6.1.

“CEO” means the person appointed for the time being under Article 6.2, being an employee (whether full-time or part-time) of the Organisation or a related body corporate of the Organisation.

“Class” means a class of Membership as prescribed in the By-Laws.

“Corporate Member Nominee” means the person recorded in the Organisation’s records as the person nominated for the time being by a corporate Member in the terms of Article 2.10.

“Council” and **“General Council”** means the body of Councillors meeting as a duly convened group in the terms of Article 10.

“Councillor” means a person elected or appointed to office on the General Council.

“Council Elected Director” means a Director elected to office in the terms of Article 5.6(c).

“Director” means a director of the Organisation for the time being.

“Effective Date” has the meaning given in Schedule 3.

“Expulsion Event” means, in respect of a Member:

- (a) that Member has failed to pay any Fees or other money owing to the Organisation and those Fees or other moneys remain outstanding for at least 40 Business Days after written notice of demand for payment has been issued to the Member; or

- (b) the Board determines that in its opinion exercised in good faith:
- (i) the conduct of that Member (or the Corporate Member Nominee of that Member) is unbecoming of a Member; or
 - (ii) that the continued Membership of the Member may be prejudicial to the objects, interests or reputation of the Organisation; or
 - (iii) the Member is in material or persistent breach of the By-laws or this Constitution.

“Fees” means a fee or levy payable by Members under Article 3.1.

“Financial Year” means 1 July in one year to 30 June (inclusive) in the next succeeding year, or such other period as may be prescribed in the By-Laws.

“General Meeting” means a general meeting of Members duly called and held in the terms of Article 4.1 and includes an AGM and an extraordinary general meeting;

“Honorary Membership” including Life Membership, means a person nominated by the Board for such membership and who in the opinion of the Board have provided outstanding and special service to the Organisation.

“Legal Costs” for a person, means legal costs incurred by that person in defending an action for a Liability of that person.

“Liability” of a person, means a liability incurred by that person as an officer of the organisation or a related body corporate of the Organisation.

“Member” means a person whose name is entered in the Register as a member of the Organisation and **“Membership”** has a corresponding meaning.

“Member Elected Director” means a Director appointed pursuant to Article 5.3.

“Membership Card” means a card or certificate issued by the Organisation to a Member designating their Membership of the Organisation.

“Organisation” has the meaning in Article 1.2(a);

“Person” in the context of Membership includes a company or body corporate.

“Prescribed Notice” means the Prescribed Period of notice or any shorter period of notice for a meeting allowed under the Act.

“Prescribed Period” means 21 days.

“Register” means the register of Members kept under the Act.

“Relevant Officer” means a person who is, or has been, a Secretary, a Chief Executive Officer, a Director or another person who has held office in the Organisation and would be defined as an “officer” in the terms of the Act.

“Secretary” means the company secretary of the Organisation for the time being.

“Special Resolution” has the meaning ascribed to it in the Act.

“Term” means the term of office of each Director in accordance with these Articles.

2. Interpretation

- (a) In this Constitution:
- (i) a reference to a meeting of Members includes a meeting of any class of Members;
 - (ii) a Member is taken to be present at a meeting of Members if the Member is present in person or by proxy or attorney; and
 - (iii) a reference to a notice or document in writing includes a notice or document given by fax or other form of written communication.

- (b) In this Constitution, headings are for convenience only and do not affect interpretation. Unless the context indicates a contrary intention:
 - (i) words importing the singular include the plural (and vice versa);
 - (ii) words indicating a gender include any other gender and any non-specific gender affiliations;
 - (iii) the word “person” includes an individual, the estate of an individual, a corporation, an authority, an association or a joint venture (whether incorporated or unincorporated), a partnership and a trust;
 - (iv) where a word or phrase is given a defined meaning, any other part of speech or grammatical form of that word or phrase has a corresponding meaning; and
 - (v) the word “**includes**” in any form is not a word of limitation.
- (c) Unless the context indicates a contrary intention, in this Constitution:
 - (i) a reference to an Article or a Schedule, is to an article or a schedule of this Constitution;
 - (ii) a reference in a Schedule to a paragraph is to a paragraph of that Schedule;
 - (iii) a Schedule is part of this Constitution; and
 - (iv) a reference to this Constitution, is to this Constitution (and where applicable any of its provisions) as modified or repealed from time to time.
- (d) Unless the context indicates a contrary intention, in this Constitution, a reference to any statute or to any statutory provision includes any statutory modification or re-enactment of it or any statutory provision substituted for it, and all ordinances, by-laws, regulations, rules and statutory instruments (however described) issued under it.
- (e) Unless the context indicates a contrary intention, in this Constitution:
 - (i) an expression that deals with a matter dealt with by a provision of the Act has the same meaning as in that provision;
 - (ii) an expression that is defined in Section 9 of the Act has the same meaning as in that Section.
- (f) If there be more than one Secretary appointed then any act to be done or document to be received or given by the Organisation’s Secretary is valid if done or received by one or those Secretaries.

3. Exercise of powers

Where this Constitution confers a power or imposes a duty, then, unless the contrary intention appears, the power may be exercised and the duty must be performed, from time to time, as the occasion requires.

4. Severing invalid provisions

If at any time any provision of this Constitution is or becomes illegal, invalid or unenforceable in any respect under the law of any jurisdiction, that does not affect or impair:

- (a) the legality, validity or enforceability in that jurisdiction of any other provision of this Constitution; or
- (b) the legality, validity or enforceability under the law of any other jurisdiction of that or any other provision of this Constitution.

Schedule 2

Key Information

1. **Amount of Member's guaranteed contribution (refer Article 1.2(c))**
AUD\$1.00
2. **Objects of Organisation (refer Article 1.4)**
 - (a) To promote Western Australian and Australian industry, trade and commerce and economic development;
 - (b) To promote the development of commerce and industry in Australia including without limitation primary industry; the resources and energy sectors; the manufacturing and industry sectors; the financial, professional and other services sectors; health, education and hospitality sectors; communications and information technology sectors; the charitable, not for profit community and arts sectors;
 - (c) To provide for industry, trade and commerce the means of formulating and making known its common purposes and the means of action in regard to industrial, commerce, economic, fiscal, labour, social, educational, legal, government and technical matters;
 - (d) To promote, develop and protect the interests of all or any persons engaged in industry, trade and commerce;
 - (e) To secure the advantages of unity of action;
 - (f) To form and encourage the formation of associations of business of persons within industries or groups of industries or sectors of industries;
 - (g) To foster the promotion and development of free enterprise;
 - (h) To promote and develop high standards in education and training;
 - (i) To consider, promote or oppose Commonwealth or State legislation, regulations and policies and the by-laws, regulations and policies of local governing bodies and other entities directly or indirectly affecting commercial, trade and industrial interests;
 - (j) To undertake by arbitration, mediation or otherwise the settlement of disputes;
 - (k) To receive and decide references on matters of usage and custom dispute; and
 - (l) To provide services to person engaged in industry, trade and commerce.
3. **Quorum of Members for Meetings (refer Article 4.6)**
 - (a) General meetings of Members
The lesser of 20 Members with unrestricted voting rights and 5% of the total number of Members with unrestricted voting rights at the time the relevant meeting is held.
 - (b) Class meeting of designated Membership Classes
The lesser of 10 Class Members with unrestricted Class voting rights, and 5% of the total number of Members in that Class with unrestricted voting rights at the time the relevant meeting is held.
4. **Number of Directors (refer Article 5)**
 - (a) Number of Directors
 - Maximum – ten (10)
 - Minimum – seven (7)
 - (b) Number of Member Elected Directors
 - Maximum – four (4)
 - Minimum – three (3)
 - (c) Number of Council Elected Directors

- Maximum – three (3)
 - Minimum – two (2)
- (d) Number of Board Appointed Directors
- Maximum – three (3)
 - Minimum – two (2)

5. Maximum term as a Director, (refer Article 5.7)

9 years

6. Maximum periods for service as President (refer Article 6.3(c))

- (a) Maximum term as Chair – 3 years
- (b) Maximum total combined years of appointment as a Director and as the Chair – 12 years

Schedule 3

By-Laws

1. Introduction

- 1.1 These By-laws are deemed to have been adopted by the Board pursuant to Article 12.4 of the Constitution.
- 1.2 These By-laws have effect from the Effective Date.
- 1.3 Should any By-law conflict with a provision of the Constitution, then in the terms of Article 12.4 of the Constitution, that By-law will be either void or read down to the extent of such conflict, and the provisions of the Constitution will prevail.
- 1.4 Words and phrases defined in the Constitution and used in these By-laws have the meanings accorded to them in the Constitution.
- 1.5 Where a power is conferred on the Board under these By-laws, the Board may resolve to delegate that power to the CEO.
- 1.6 In these By-laws the following words have the meanings set opposite them:
- “Applicable Form” means a form referred to in these By-laws which has been approved by the Board for the relevant functional purpose in these By-laws.
- “Member Benefits” means an opportunity that may be offered to a Member by the Organisation in accordance with By Law 7.

2. Governance Charter

- 2.1 The terms of the Governance Charter adopted by the Board and prevailing as at the Effective Date apply on and from the Effective Date as having the force and effect of By-laws duly adopted by the Board.
- 2.2 A copy of the Constitution, these By Laws and the Governance Charter are to be available for inspection and reference by Members and others including on the Organisation’s web-site.

3. Membership

- 3.1 (a) Membership of the Organisation is available in the following classes:
- Full Member
 - (i) Sub-category – Entry Level
 - (ii) Sub-category – Essential
 - (iii) Sub-category – Complete
 - (iv) Sub-category – Advantage
 - (v) Sub-category - Corporate
 - Associate Member
 - Honorary Member

- (b) For the purposes of Article 2.1(b) of the Constitution, the Board may determine any limits on the number of Members in a Class of Membership or limits on the number of Members within a status category of a Class of Membership.
- 3.2 The rights, privileges and obligations attaching to each Class of Membership are as follows:
- (a) Full Member
- (i) Subject to payment of all applicable Fees from time to time levied with respect to that Membership, a Full Member is entitled:
- (A) to participate and speak (in accordance with rulings of the meeting chair) at meetings of Members and meetings of that Class of Membership;
 - (B) to nominate a person as a new Member to the Organisation and to nominate a qualifying Member for consideration for election as a Member Elected Director or a Council Member;
 - (C) to stand for office as a Director or Councillor;
 - (D) to have 1 vote on a show of hands and if a poll is called to vote in accordance with the number of votes applicable to the sub-category status of the relevant Class of Membership at meeting of Members and meeting of that Class of Membership;
 - (E) to receive all information required by the Constitution, these By-laws or the Act to be forwarded to Members of that Class of Membership;
 - (F) to receive such publications and communications as the Organisation may from time to time determine is appropriate or desirable to forward to Members of that Class of Membership;
 - (G) to receive offers for Member Benefits that may be offered from time to time for that Class of Membership;
 - (H) to exercise such other rights and privileges determined from time to time by the Board to be accorded to Members of that Class of Membership;
 - (I) if a corporate Member, to nominate a Corporate Member Nominee.
- (ii) The voting rights on a poll called at a meeting of Members or of a Class and any other special benefit rights attending to the sub-category status of a Full Member listed in column 1 of Table C below are as is set out in column 2 of Table C below against that sub-category status.

Sub-category status of Full Membership	Number of votes	Special benefit rights (in addition to benefit available to all Full Members)
Entry Level	1	Group induction
Essential	1	<ul style="list-style-type: none"> • Group induction • Unlimited HR and employee relations advice
Complete	2	<ul style="list-style-type: none"> • Individual induction • Unlimited HR and employee relations advice • Access to online tools such as Roomer and Business Propel

Sub-category status of Full Membership	Number of votes	Special benefit rights (in addition to benefit available to all Full Members)
Advantage	2	<ul style="list-style-type: none"> • Individual induction • Unlimited HR and employee relations advice • Access to online tools such as Roomer and Business Propel • Economic update from the CCIWA chief economist • Priority participation in face to face policy development and advocacy activities
Corporate	3	<ul style="list-style-type: none"> • Individual induction • Unlimited HR and employee relations advice • Access to online tools such as Roomer and Business Propel • Economic update from the CCIWA chief economist • Priority participation in face to face policy development and advocacy activities • Participation at Executive Roundtable

(b) Associate Members

All rights of a Full Member – Entry Level other than voting rights (refer By-law 3.2(a)(D)).

(c) Honorary Members

Subject to any conditions of Membership as are determined from time to time by the Board to apply to the Honorary Member, an Honorary Member is entitled to all the rights of a Full Member set out in By-law 3.2(a)(i) above (but without payment of Fees) other than paragraphs 3.2(a)(i)(C) and (D).

3.3 Membership of the respective Classes of Membership is available to the following persons who have completed all administrative requirements as set out in the By-laws for their application and approval of Membership subject to the following:

- (a) All Classes of Membership are only available to persons 16 years of age or over, or to Corporate Members;
- (b) Associate Membership is only available to Affiliated Organisations and persons deriving Associate Membership status by reason of being a member of an Affiliated Association (as applicable).
- (c) Honorary Membership is only available to persons nominated by the Board for such Membership and who in the opinion of the Board have provided outstanding and special service to the Organisation;

- 3.4 All applications for Membership must be:
- (a) completed substantially in the Applicable Form relevant to the Class of Membership being applied for;
 - (b) accompanied by such information as is required by the Organisation to reasonably verify that the applicant meets the requirements for Membership of the relevant Class set out in By-law 3.3;
 - (c) accompanied by payment of any Fees applicable to that application and Membership; and
 - (d) signed by the applicant,

PROVIDED THAT the Board may at its discretion:

- (f) waive strict compliance with any aspect or aspects of the foregoing;
 - (g) require the provision of such further information from the applicant, which it considers it is appropriate so to do in the interests of the Organisation and the integrity of its Membership.
- 3.5 Without limiting By-law 3.4, the Applicable Form to be signed by an applicant under By-law 3.4 must include an undertaking by the applicant, conditional upon the applicant becoming a Member:
- (a) (other than an Honorary Member and an Associate Member) in the terms of Article 1.2(c) of the Constitution; and
 - (b) (for all Members and Corporate Member Nominees) to observe and comply with the provisions of the Constitution and the By-laws to the extent to which they have application to a person who is a Member of the Class of Membership applied for.

4. Fees and Interest

- 4.1 Fees may be for all or any of the following and in such amounts as determined from time to time by the Board:
- (a) initial Membership nomination fee
 - (b) Membership annual subscription fee for Full Membership which Fee may vary depending on the applicable sub-category status
 - (c) other (as determined by the Board)
- 4.2 All Fees must be paid by the date notified in the Organisation's invoice for the same, or if no date is notified, within a reasonable time of the Organisation's invoice for the same.
- 4.3 As at and from the Effective Date, the Fees are the same as those applying immediately prior to the Effective Date.
- 4.4 Subject to By-law 4.5, around the commencement of each Financial Year after the Effective Date, the Board by resolution duly passed, after consultation with management as part of the Organisation's budgetary process, will set the Fees then applicable for the forthcoming Financial Year and will communicate the same to the Members by notice under Article 15 of the Constitution.
- 4.5 Unless payment is waived under Article 3.2(b) of the Constitution, the prescribed rate of interest in the terms of Article 3.2 of the Constitution is 10% per annum simple interest.
- 4.7 If any GST is chargeable in connection with a Fee, then unless stated to the contrary at the time of determination of that Fee, the amount of that GST is to be included in the Fee and is to be payable by the Member or person to whom the Organisation's tax invoice for the Fee is rendered.

5. Applicable Forms

- 5.1 The management of the Organisation may from time to time propose to the Board Applicable Forms in order to best manage and administer functions to be undertaken in the terms of these By-laws.
- 5.2 The Board may by resolution approve, with or without amendment, any such proposed Applicable Forms.
- 5.3 Upon such approval by the Board, the relevant form will then be the prescribed Applicable Form for the purposes of these By-laws and the Constitution (as applicable).
- 5.4 Without limitation, Applicable Forms may relate to any or all of the following functions and requirements:
- (a) Constitution
 - (i) Article 2.2 – Application
 - (ii) Article 2.6 – Expulsion or Suspension
 - (iii) Article 4.14(f) & (j) – Proxy form
 - (iv) Article 5.3 – Nomination of Member Elected Director
 - (v) Article 5.5 – Nomination of Council Elected Director
 - (vi) Article 5.12 – Director's consent and undertakings
 - (b) By-laws
 - (i) By-law 3.4 – Application for Membership

6. Miscellaneous

- 6.1 General conduct of meetings of Members (Article 4.8)
No special By-laws apply.
- 6.2 Nomination of Member Elected Directors (Article 5.3)
 - (a) Refer By-law 5.4(a)(iv) and (vi) for the Applicable Forms
 - (b) Refer By-law 2 Governance Charter
- 6.3 Nomination of Councillor Elected Directors (Article 5.5)
 - (a) Refer By Law 5.4(a)(v) and (vi) for the Applicable Forms.
 - (b) Refer By Law 2 Governance Charter.
- 6.4 Presentation of nominations for Member Elected Directors to Membership (Article 5.3) and Council Elected Directors to Council (Article 5.5).
 - (a) The Board will approve at its discretion the manner in which it is proposed for nominations for Member Elected Directors to be presented to Members.

The Board will act impartially and in good faith in exercising its discretion with a view to the Members being presented with adequate, timely but succinct information to enable them to make a reasonably informed judgement when exercising their vote.
 - (b) Nominees for Member Elected Directors and Council Elected Directors may provide a brief statement to the Organisation concerning their candidature for office at least 21 days before the scheduled date of the issue of election/voting papers to Members provided the Board is satisfied that the statement is not offensive to, or likely to offend, the Organisation or any Member of it. If the Board is not so satisfied the Board reserves the

right to censor any portion of the statement that the Board (in good faith) considers to be offensive to, or likely to offend, the Organisation or any Member of it.

- 6.5 Manner in which voting for Member Elected Directors is to occur (Article 5.3) and Council Elected Directors is to occur (Article 5.5).
- (a) Subject to the Act, the Board will approve at its discretion the manner in which voting for Member Elected Directors and Council Elected Directors is to occur.
 - (b) The Board will act impartially and in good faith in exercising its discretion to ensure integrity and probity of process.
 - (c) In exercising its discretion the Board may place due reliance on advice and recommendations from its legal representatives and/or its Member registry provider as to what is good governance practice for such processes for a membership organisation with a membership base of the size of the Organisation.
- 6.6 Directors Consents and Undertakings (Article 5.12)
Refer By-law 5.4(a)(vi) for the Applicable Form
- 6.7 Secretary (Article 6.3)
Refer to By-law 2 Governance Charter.
- 6.9 Board Committees Terms of Reference and Governance
Refer to By-law 2 Governance Charter.

7. Member Benefits

- 7.1 The Organisation may offer to Members upon terms and conditions determined from time to time by the Organisation, including as to Fees payable, the opportunity to participate in events or be involved on occasions which are not otherwise generally available to Members as an ordinary entitlement of Membership.
- 7.2 Members to whom an offer for a Member Benefit is made may accept the offer by paying the applicable Fee (if any) and satisfying any other terms of the offer, which will constitute an agreement by the Member to observe the terms and conditions upon which the relevant Member Benefit is offered.
- 7.3 A Member Benefit may include rights for the Member to be accompanied by one or more guests to participate in the Member Benefit.