

11 September 2018

The Board of Directors & Members
Squash Australia Limited
Office 9, Sports House
150 Caxton Street,
MILTON QLD 4064

Nomination for the Squash Australia Board 2018

I refer to the nomination criteria issued by Squash Australia Ltd (**SA**) with respect to the election of directors at its AGM on 21 October 2018. This cover letter and the accompanying CV is offered in support of my application for re-election as a non-executive director of SA.

Background

I have extensive professional experience as a commercial lawyer (over 22 years) and law society accredited specialist in business law. I also have a demonstrable track record as a chairman, non-executive director, advisory board member, committee member and independent consultant with over 20 years of executive and board level experience across the public, commercial (including ASX listed entities) and not-for-profit sectors. I am currently a non-executive director of SA and have been appointed as a member of its Audit, Finance and Risk Committee and Chair of its Profile Working Group (an important component of the SA Strategic Plan 2016-2022).

Involvement in the sport

I started playing squash as a junior with Michelle Martin at the Engadine Squash Centre (Sydney, NSW) in 1979. I was Junior Club Champion from 1981-1987 (obviously, after the Martin family had left the centre) and won several junior competitions (as No 1) for Engadine Squash Club. From age 13, I played A1 Men's Pennant and, later, in state grade regularly. From 1981-1986, I toured NSW, ACT and Victoria as a Green Shield Representative (with Grant Amer and Adam Schreiber). In 1984 and 1985, I won the Men's Open Doubles at the Miranda Squash Tournament with Grant Amer. In 1985, I was coached by Greg Middleton as a member of the NSW Training Squash and toured NZ that year. In 1986 and 1987, I represented (as No 1) and captained the Sydney Metropolitan East School Team winning the regional team's event in 1987. Apart from squash, I also played AFL, rugby league and rugby union. I represented St George Sutherland and Sydney in AFL between 1981-1986. From 1977-1986, I played AFL with the Heathcote Hawks and was undefeated from 1977 – 1985 winning nine (9) back to back premierships.

Professional Qualifications & Accreditations

Annexed to this cover letter is a schedule of my professional qualifications and accreditations.

Criteria 1: Governance (Essential)

I have formal qualifications and significant expertise in corporate governance. I completed the Graduate Diploma in Company Secretarial Practice (as it then was) in 2003 and have been a Chartered Corporate Secretary (Governance Professional) since that time. I have extensive practical experience (over 20 years) in the establishment and implementation of corporate governance frameworks for public, private, government and not-for-profit entities (including sporting associations). I have also been responsible for the assessment of these frameworks while engaged as an Executive Lawyer with the Australia Securities & Investments Commission. I have fulfilled a significant number of executive and non-executive roles primarily responsible for organisational governance and for the past 20 years have been providing practical advice on governance related issues (including on the obligations of boards and individual directors) to the boards of publicly listed, large proprietary and not-for-profit entities, as well as, as government bodies. I have demonstrated success in working co-operatively and as part of a Board in commercial and not-for-profit settings (**Criteria 1.3**) and in the pursuit of strategic outcomes particularly those focused on change management (**Criteria 1.2**) evidenced by the roles that I have held as set out in the accompany CV. Having occupied executive management positions (such as the MD and CEO of a publicly listed company) and non-executive board roles (for instance, Rugby Gold Coast Ltd), I have a hands-on, practical understanding of the factors differentiating matters for the Board (oversight of management and strategic direction) and those for management (often referred to as operational issues or matters of delegated authority) (**Criteria 1.2**). As an expert in corporate governance with extensive practical experience, I have a

detailed understanding of the important leadership role of a Board and its Directors (**Criteria 1.1**). In 2017, I was invited by the Australian Institute of Company Directors to attend a conference for directors as an expert panel member to discuss governance issues relating to the role of the Board and its Directors. In 2019, I will commence a Doctor of Business Administration with my thesis focused on this area. I also remain committed to meeting my current obligations as a director of SA in preparing for and attending board meetings, making contributions and engaging in discussion at those meetings for the overall benefits of its members and other stakeholders and attending SA events (**Criteria 1.4**).

Criteria 2: Sport (Desirable)

I was formerly a non-executive director on the Board of Rugby Gold Coast. In that capacity, I also had significant involvement with the Queensland Rugby Union. With this background and my current role as a director of SA, together with my professional activities as a lawyer representing elite sports people and sporting associations, I have developed a good understanding of the Australian sports system (**Criteria 2.1**). In my current role as a non-executive director of SA, I am developing an understanding of participation and high performance and their respective pathways and opportunities provided and to be provided by SA now and in the future (**Criteria 2.2**) consistent with its strategic initiatives.

Criteria 3: Skills & Experience (Essential)

As an experienced executive and board member, I have the demonstrated ability to focus on the 'big picture' through the development, implementation and oversight of strategic initiatives across a diverse range of industries and sectors (**Criteria 3.1**). In my role as the General Counsel and Company Secretary for Plaspak Group Limited (an ASX listed company, now called PPK Group Limited), I was the chief communications officer for the group responsible for all communications with the ASX, the market and shareholders (**Criteria 3.2**). In 2018, I was the campaign director for Rob Molhoek MP in the Queensland State Election contributing to him holding his seat with a significantly increased majority. During this time and in earlier roles, I have developed a detailed knowledge and gained valuable experience in Government relations including contact with portfolio Ministers and Department Secretaries (**Criteria 3.3**). I have undertaken formal studies in finance and accounting as part of the Graduate Diploma in Company Secretarial Practice and my Master of Business Administration. Apart from these theoretical applications, I have extensive experience in the preparation and interpretation of financial statements and key business reports including publicly listed company and not-for-profit accounts (**Criteria 3.4**). As CEO and Managing Director of Cool or Cosy Ltd (a publicly listed company) I oversaw the operation of a sales and marketing team which exceeded 50 people. Between 2011 and 2018, I was the Managing Director of a boutique law firm, Prestige Legal & Corporate Services, and (as owner) I was responsible for all digital, PR and marketing activities designed to promote the firm to its core market thereby developing skills and experience in these areas (**Criteria 3.5**). As stated earlier, my involvement with the sporting industry has involved those with an integrity focus and provided the opportunity for me to bring this experience to SA (**Criteria 3.6**).

Final Comments

During my playing days, I revered (and still do) Australian players like Geoff Hunt, Rodney Martin, Chris Dittmar, Heather McKay and Michelle Martin; not only for their playing ability but for their professionalism, amazing talent and humility on and off the court. I remain committed to working hard for SA to achieve its strategic mission in restoring the sport to its rightful place as the "*most successful racquet sport in Australia*."

Questions

I would be pleased to respond to any questions from member associations regarding my suitability for re-election to the role as a non-executive director of Squash Australia. I may be contacted directly on 0417 448 581 or by email at contact@robertnicholls.com.au

Yours faithfully



Robert Nicholls

Hope Island, Queensland

SCHEDULE TO COVER LETTER DATED 11 SEPTEMBER 2018 – ROBERT NICHOLLS

Professional Qualifications

- Graduate Diploma, Company Directors Course (AICD) (2008)
- Master of Business Administration (With Distinction) (CSU) (2006)
 - Winner of the Australian Credit Union Archives Prize for the most outstanding academic record for the MBA Program in 2006
- Graduate Diploma, Company Secretarial Practice (Chartered Corporate Secretary) (2003)
- Graduate Diploma in Legal Practice (1997)
- Bachelor of Laws (Honours) (UTS) (1996)
- Police Prosecutors Course (NSW Police Force) (1992)
- Certificate of Policing (1990)

Professional Accreditations

- Nationally Accredited Mediator & Conciliator (NMAS)
- Queensland Law Society Accredited Mediator
- Queensland Law Society Accredited Specialist in Business Law (2012)
- Professional Member, Resolution Institute of Australia
- Queensland Law Society Accredited Specialist in Business Law (2012-2019)
- Member, Queensland Law Society
- Graduate, Australian Institute of Company Directors (2008)
- Fellow, Governance Institute of Australia & Institute of Chartered Secretaries & Administrators (2005)
- Legal Practice Management Course, FCMG (2000)
- Unrestricted Practising Certificate, Law Society of NSW (2000); Queensland Law Society (2009)
- Member of NSW Law Society (1997 to 2009)
- Admitted as Legal Practitioner of Supreme Court of NSW (1997) and as a Solicitor and Barrister of the High Court of Australia (1997)

Statutory Appointments

- Mediator, Queensland Civil & Administrative Tribunal
- Mediator, Queensland Rural & Industry Development Authority
- Mediator, Office of the Franchising Mediation Adviser