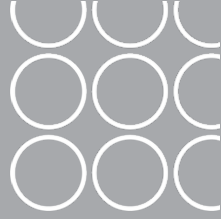


# Les Cupper, Chairman

B. Eco (Hons), M. Eco, G. Dip Edu, Advanced Mgt Program (Harvard), FAHRI



- Les is a Company Director and Corporate Advisor with a diverse career in financial services and superannuation, mining, manufacturing and education. He has held Board and senior executive leadership roles in line and human resources management in Australia and internationally.
- During 10 years in academia Les specialised in employee relations and human resources with senior teaching and research appointments in Australian, UK and American universities.
- In 1982 Les joined CSR as Corporate Industrial Relations Policy Advisor and in 1984 CRA/Rio Tinto as Chief Advisor Organisation Development. He became Chief Advisor Employee Relations and in 1987 Vice President Organizational Effectiveness. He was appointed Managing Director of Comalco Extruded and Foundry Products in 1994 responsible for businesses in Australia, New Zealand and America.
- Les joined the Executive Committee of the Commonwealth Bank in 1996 and retired in 2006. As Group Executive Human Resources he led the transformation of the bank's leadership, workplace and people systems to enable it to compete successfully as a private sector business.
- Les served 10 years as a Director of the ASB Bank and Insurance company in New Zealand, and 7 years as Chairman of Commonwealth Investments Pty Ltd.
- Les founded Invisible Hand Consulting Pty Ltd in 2006 and in 2010 became a part owner and Chairman of Oppeus International Pty Ltd. He provides advisory services to Boards, CEO's and their senior leadership teams. Invisible Hand, along with OPPEUS, specialises in CEO/ Board governance, people leadership and capability assessment, organisation effectiveness, and executive search and development services.
- Les has a strong background in superannuation governance, spending 12 years as Chair of one of Australia's largest corporate funds. He was a trustee of a UK based corporate fund for 8 years and is currently an independent adviser to several Australian funds and Chairs the Scheme Compliance Committee of ING Investment Management.
- Les maintains a keen interest in education and is a Non-Executive Director of Monash College Pty Ltd and Chair of the Remuneration Committee.

