STUDIES IN
COMPARATIVE CORPORATE
AND FINANCIAL LAW

# Directors' Duties

A New Millennium, A New Approach?

Bruce S. Butcher





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## Bruce S. Butcher

B Juris (UWA), LLB (UWA), LLM (Lond), PhD (Cantab) Solicitor of the Supreme Court of England and Wales, Barrister and Solicitor of the Supreme Courts of New South Wales, Victoria and Western Australia





KLU w L. LAW INTERNATIONAL THE HAGUE / LONDON / BOSTON

## Library of Congress Cataloging-in-Publication Data

Butcher, Bruce S.

Directors' duties: a new millenium, a new approach? / Bruce S. Butcher.

p. cm. -- (Studies in comparative corporate and financial law; v. 7) Includes index.

ISBN 9041197885 (alk. paper)

1. Directors of corporations--Legal status, laws, etc.--Australia. 2. Directors of corporations--Legal status, laws, etc.--Great Britain. 1. Title. II. Series.

K1328.B88 2000 346'.06642--dc21

00-024919

ISBN 90-411-9788-5

Published by Kluwer Law International, P.O. Box 85889, 2508 CN The Hague, The Netherlands

Sold and distributed in North, Central and South America by Kluwer Law International, 675 Massachusetts Avenue, Cambridge, MA 02139, USA

In all other countries, sold and distributed by Kluwer Law International, Distribution Centre P.O. Box 322, 3300 AH Dordrecht, The Netherlands

Printed on acid-free paper

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Printed and bound in Great Britain by Antony Rowe Limited.

## STUDIES IN COMPARATIVE CORPORATE AND FINANCIAL LAW

## Volume 7

Series Editor

Barry Rider
Institute of Advanced Legal Studies
University of London
Charles Clore House
17 Russell Square
London WC1B 5DR

The titles published in this series are listed at the end of this volume.

## Preface

This book is written from a practising company lawyer's perspective and is principally concerned with two broad directors' duties: to act honestly, in good faith and for proper purposes, and to exercise care and diligence. Within this remit, this book examines the duties owed by directors of British and Australian companies and inquires into the role of parliament and the judiciary as the law responds to changes in public attitudes to corporate governance. Since the mid-1980s, public sentiment has altered towards directors and the business community's expectations in this respect have risen considerably. Parliament and the judiciary have come to recognise this and are adopting a new approach to directors' duties. This has led to case-law and statutory enactment which has widened the scope and applicability of duties imposed upon directors, focused upon areas previously regarded as being not properly the subject of attention and intervention, and adopted and encouraged a more robust approach to corporate governance. This new approach is to be welcomed.

There are strong historical links between English and Australian company law: legal, equitable and statutory. These links lend themselves to a comparative study across two jurisdictions with common roots, but at times different approaches and outlooks. This book draws from the rich experience of the English judiciary and the British Parliament, and from the significant contribution which Australian company law has recently made to the jurisprudence in this area. Over the past decade or so, the Australian judiciary has come to favour commercial certainty, tempered with a degree of commercial pragmatism in the light of the business community's expectations, in order to resolve the complex commercial disputes which today's companies face. This approach to directors' duties is gaining acceptance in English company law and is reflected in recent decisions by the English courts.

The cases mentioned throughout this book have been chosen very deliberately. Many have been analysed in detail. Moreover, there are many examples of Canadian and New Zealand company law cases which are cited and referred to throughout this book. Some of these are also analysed in detail as English and Australian company law are very much the richer for their influence: so too the jurisprudence of other Commonwealth countries. These cases serve to emphasise not only theoretical aspects of English and Australian company law, but very important practical aspects as well. This is important to the application of company law in every day practice and should prove useful to directors of British and Australian companies and those who advise them, and also to practitioners and students of this demanding and fascinating subject.

The law as it relates to the duties upon directors of British and Australian companies has proven to be unusually dynamic during the twilight years of the 20th century. It has been difficult keeping up with the many changes which have been made and those that

are mooted to be made. On 4 March 1998, for instance, the President of the Board of Trade announced the launch of a fundamental review of the framework of core English company law. In February 1999, the Department of Trade and Industry released its consultation document entitled *Modern Company Law: The Strategic Framework*. This document identifies as an issue of general importance to the review those interests which English company law in the 21st century should serve and the means by which it should do so. It is intended that the review be completed in time for a detailed White Paper to be published in or about March 2001. Moreover, in September 1999, the Law Commission published its eagerly awaited report entitled *Company Directors: Regulating Conflicts of Interests and Formulating a Statement of Duties*. This report inter alia revives the push for the partial codification of the duty upon directors of British companies to exercise care, skill and diligence.

In addition, there have been a number of fresh legislative initiatives on the part of the Australian Parliament which complement and supplement the recent developments in this area of the law by the Australian judiciary. The recent Corporate Law Economic Reform Program, which has been partially implemented by the Australian Parliament, is an example of the determination which the Australian Government has for progressing a modernised and revitalised Australian company law into the 21st century. This approach to company law is being watched in England with considerable interest.

Whilst the topic of directors' duties might be described by some as a discrete aspect of company law, that would be to oversimplify its overall pervasive nature and the way in which it infects every aspect of modern company law. It is a topic of considerable theoretical and practical importance, and an area of increasing complexity as equitable doctrine more frequently impacts upon such diverse subjects as company law and insolvency law. Hence it invites analysis of the intricate relationship between statutory regulation and fiduciary law. This book suggests that a fundamental reassessment of traditional rules is required in order to refashion principles capable of resolving conflicts spawned by the complexities of modern corporate life. It inquires into the fundamental concepts, principles, policies and trends applicable to such complexities. It then explores the dynamics involved as the English and the Australian courts attempt to wade through the myriad of competing interests found within the morass of legal rules, equitable principles and statutory enactment which comprise modern company law.

Although the footnotes to this book are comprehensive and very detailed, no attempt has been made to refer to every major decision pronounced by the English and the Australian courts which touches upon directors' duties. Equally, not every article and journal which relate to the duties upon directors of British and Australian companies has been referred to. This selective treatment of the authorities was necessitated by the confines of space and the nature of this work. I have deliberately not undertaken a discussion, let alone an analysis, of the broader issues of company law. Even so, an attempt has been made to set the relevant legislation into the context of English and Australian company law, and to address some of the more interesting and sometimes controversial issues which relate to those cardinal duties under discussion. The many references not included can be readily found within any of the leading textbooks or casebooks on English and Australian company law. The views expressed in this book are mine. The law is stated as at 30 September 1999.

Bruce Butcher London, 3 October 1999

## Acknowledgments

It was with some trepidation that I embarked upon this project. As a practitioner in this field, I was only too well aware of the seemingly boundless nature of company law and the recent interest in the topic of directors' duties which has contributed exponentially to the growth of case-law and statutory enactment in this area. I was also very aware of my ongoing work commitments and the neglect that that has inflicted upon my family and friends over the past few years, without adding to my workload. Nonetheless, I pressed onwards as I wanted to write a book upon directors' duties and contribute in some small way to legal scholarship and the study of this intricate and exacting subject. The journey has been long, arduous and at times frustrating. But it has proven to be very rewarding. Even so, I am glad that the journey is now complete. That is largely through the efforts of others.

This book has benefited greatly from the very capable assistance provided by Heather Wilson who has proven to be a wonderful friend, supporter and assistant over the many years that it has been in the writing. My sincere appreciation to her is recorded here. I should also like to thank Professor Barry Rider who has provided me, as he has provided so many others, with his friendship, the opportunity of higher education and now publication of this book. His generosity often goes largely unnoticed, but is always appreciated. In addition, I am indebted to my family and friends for their considerable support. In particular, my parents, Patricia and Roy Heal, my brother Neil, my sisters Nita, Joy and Linda, and also Mark Balfour, who between them have held the fort at home during my many absences. Thank you.

Lastly, I should also express my gratitude to my publisher Kluwer Law International and to the way in which Lukas Claerhout and Nicki Judkins so quickly and so efficiently progressed my manuscript through the various stages and into print. My appreciation and gratitude is theirs. All errors and omissions are mine.

Bruce Butcher London, 3 October 1999

## Table of Abbreviations

ABLR Australian Business Law Review

ABR Australian Bar Review

AC Appeal Cases

ACLC Australian Company Law Cases
ACLR Australian Company Law Reports
ACS Australian Company Secretary

ACSR Australian Corporations and Securities Reports

ACT Australian Capital Territory
Adel LR Adelaide Law Review

AGPS Australian Government Publishing Service
AJCL Australian Journal of Corporate Law

ALI American Law Institute
ALJ Australian Law Journal

ALJR Australian Law Journal Reports
All ER All England Law Reports

All ER Rep All England Law Reports Reprint

ALR Australian Law Reports

ALRC Australian Law Reform Commission

App Cas Appeal Cases

ASC Australian Securities Commission

ASIC Australian Securities and Investments Commission

ASLR Australian Securities Law Reports
ASX Australian Stock Exchange Ltd

Atk Atkyns Reports

ATPR Australian Trade Practices Reports

BCC British Company Cases

BCLB Butterworths Corporation Law Bulletin
BCLC Butterworths Company Law Cases

Beav Beavan Reports

BLR Business Law Review
Bond LR Bond University Law Review

Bus Law Business Lawyer

Canta LR Canterbury Law Review

CBLJ Corporate and Business Law Journal

CCL Current Commercial Law

CGPO Commonwealth Government Printing Office

Ch Chancery

Ch App Chancery Appeals
Ch D Chancery Division
Chan Rep Chancery Reports
CLJ Cambridge Law Journal
CLP Current Legal Problems
CLR Commonwealth Law Reports

Cmd/Cmnd Command Paper
Co Dir Company Director
Co Law Company Lawyer
Colum LR Columbia Law Review

Conveyancer and Property Lawyer

CP Common Pleas

CPD Common Pleas Division

CSLJ Company and Securities Law Journal

Cth Commonwealth

De G&J De Gex and Jones Reports

De GJ&Sm De Gex, Jones and Smith Reports

De GM&G De Gex, Macnaghten and Gordon Reports

DLR Dominion Law Reports
Dr&Sm Drewry and Smale Reports

DTI Department of Trade and Industry
EB&E Ellis, Blackburn and Ellis Reports
E&B Ellis and Blackburn Reports

Eden Reports

Eq Equity

Eq Rep Equity Reports

ER English Reports Reprint

Ex D Exchequer Division

F 2d Federal Reporter 2nd series

FCT Federal Commissioner of Tax

FCT Federal Commissioner of Taxation Fed Federal Reporter

Fed Federal Reporter
FCR Federal Court Reports
FLR Federal Law Reports

H&M Hemming and Miller Reports

Hare Hare Reports
Harv LR Harvard Law Review

Harvard Law Revi

HLC House of Lords Cases (Clark)
HMSO Her/His Majesty's Stationery Office

ICLQ International and Comparative Law Quarterly

ILJ Insolvency Law Journal

IR Irish Reports

JBFLP Journal of Banking and Finance Law and Practice

JBL Journal of Business Law JCL Journal of Contract Law

KB King's Bench

LJ Ch Law Journal Chancery
LJ PC Law Journal Privy Council
Lloyd's Rep Lloyd's List Law Reports

### Table of Abbreviations

LOR Law Quarterly Review

LR Law Reports

LR (NSW) Law Reports (New South Wales)

LR Eq Equity Cases

LR HL English and Irish Appeals
LSE London Stock Exchange Ltd

LS Gaz Law Society Gazette
LT Law Times Reports

Mac&G Macnaghten and Gordon Reports

Macqueen Reports

Melb ULR Melbourne University Law Review

MLR Modern Law Review

MULR Monash University Law Review My&Cr Mylne and Craig Reports

NCSC National Companies and Securities Commission

NE North Eastern Reporter
NLJ New Law Journal
NSW New South Wales

NSWLR New South Wales Law Reports
NSWR New South Wales Reports

NT Northern Territory
NZ New Zealand

NZCLC New Zealand Company Law Cases
NZLC New Zealand Law Commission
NZLR New Zealand Law Reports

NZULR New Zealand Universities Law Review

OECD Organisation of Economic Co-operation and Development

OHLJ Osgoode Hall Law Journal
OJLS Oxford Journal of Legal Studies

Ph Phillips Reports

Plc public limited company
PLR Public Law Review
QB Queen's Bench

QBD Queen's Bench Division
Od R Queensland Reports

Old Oueensland

RLV Restitution Law Review
RSC Rules of the Supreme Court

SA South Australia

SASR South Australian State Reports

Sc LR Scottish Law Reporter
Sel Cas t King Select Cases in Chancery
SI Statutory Instrument
SLR Stanford Law Review
SLT Scots Law Times

Sm & Giff Smale and Gifford Reports
Sol Jo Solicitors' Journal and Reporter
SR(NSW) State Reports (New South Wales)

St R (Qd) State Reports (Queensland)

Str Strange Reports
Syd LR Sydney Law Review

Table A Companies (Tables A to F) Regulations (SI 1985/805)

Tas Tasmania

TLR Times Law Reports

TSEC Toronto Stock Exchange Committee

UCA Uniform Companies Act

UCLR University of Chicago Law Review

UK United Kingdom

UNSWLJ University of New South Wales Law Journal

US United States Supreme Court Reports

USA United States of America

UTLJ University of Toronto Law Journal UTLR University of Tasmania Law Review

UWALR University of Western Australia Law Review

V&B Vesey and Beames Reports

V Conv R Victorian Conveyancing Law and Practice

Ves Jun Vesey Junior Reports Ves Sen Vesey Senior Reports

Vic Victoria

VLR Victorian Law Reports
VR Victorian Reports

VUWLR Victoria University of Wellington Law Review

WA Western Australia

WAR Western Australian Reports

WLR Weekly Law Reports

WN Weekly Notes

WN (NSW) Weekly Notes (New South Wales)
Y&CCC Younge and Collyer Reports

YLJ Yale Law Journal

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