



Australian Government
Commonwealth Superannuation Corporation

Board Charter



Commonwealth
Superannuation
Corporation

Table of contents

Table of contents	2
1. Purpose.....	3
2. Roles & Responsibilities.....	3
2.1 Board responsibilities	4
2.2 The role of the Board in setting culture and values	5
2.3 Role of the Chair	5
2.4 Role of individual directors	6
2.5 Relationship with and access to management	7
2.6 Delegated authority	8
2.7 Board committees	9
3. Board Operations	10
3.1 Board meetings.....	10
3.2 Board and committee papers	11
3.3 Procedures for decisions of the Board and voting rights.....	11
4. Board composition and nomination	12
4.1 Board nomination	12
4.2 Representative Board.....	12
4.3 Appointment of directors	13
4.4 Removal of directors	13
4.5 Tenure	14
4.6 Board renewal	14
4.7 Vacancy of office	15
5. Board performance evaluation.....	15
6. Remuneration of directors	15
7. Indemnities.....	15
8. Review of Charter	16

1. Purpose

The Board Charter sets out how the Board addresses legislative requirements specific to CSC and incorporates good governance policies and practices including:

- in its objectives, roles and responsibilities, including those of the Chair and individual directors
- when delegating authority to Committees and Management
- when implementing Board processes, including Board meetings and procedures for decisions of the Board and voting rights, and
- in addressing Board composition, which includes:
 - Board composition
 - the nomination, appointment and removal of directors
 - terms of directorships and maximum tenure
 - processes relating to vacancy of office, and
 - in addressing Board performance evaluation and remuneration.

2. Roles & Responsibilities

Under section 10 of the *Governance of Australian Government Superannuation Schemes Act 2011* (GAGSS Act), Board is responsible for the oversight of CSC's performance of its functions, having regard to efficiency and effectiveness. In fulfilling this role, the Board:

- promotes the long-term sustainability of CSC and the schemes it administers
- oversees the achievement of CSC's strategic objectives and long-term investment outcomes
- maintains oversight of governance, risk management and internal control frameworks
- safeguard the interests of customers and beneficiaries
- maintain CSC's integrity, reputation and accountability as a public sector superannuation provider

The Board has the power to do all things necessary or convenient in connection with the performance of its functions.

Legal requirements for directors:

CSC holds a Registrable Superannuation Entity (RSE) licence and an Australian Financial Services (AFS) licence. As an RSE and AFS licensee, CSC is required to uphold the conditions of both licences and comply with all other applicable laws and requirements. These include (but are not limited to):

- the SIS Act¹ and associated regulations
- APRA Prudential Standards
- the Corporations Act and associated regulations
- the PGPA Act²
- the GAGSS Act
- scheme legislation, Trust Deeds and governing rules
- the Anti-Money Laundering and Counter-Terrorism Financing Act 2006 and Rules
- the Financial Accountability Regime Act 2023 (FAR Act) and Rules
- taxation legislation
- privacy and data protection laws
- workplace health and safety laws, and
- employment/industrial relations laws.

¹ *Superannuation Industry (Supervision) Act 1993*

² *Public Governance, Performance and Accountability Act 2013*

The SIS Act³ outlines covenants (that by virtue of the SIS Act legally form part of CSC's governing rules) which, among other obligations, require the directors to: perform their duties and exercise their powers in the best interests of beneficiaries act honestly in all matters concerning CSC exercise, in relation to all matters affecting CSC, the same degree of care, skill and diligence that a prudent superannuation entity director would exercise as director of the trustee, making investments on behalf of beneficiaries where there is a conflict between their duties to beneficiaries, and their duties to any other person or their own interests, the interests of CSC or the interests of an associate of the director or CSC:

- give priority to the duties to, and interests of, the beneficiaries over the duties to and interests of other persons, and
- ensure that the duties to the beneficiaries are met despite the conflict, and
- ensure that the interests of the beneficiaries are not adversely affected by the conflict, and
- comply with the APRA Prudential Standards in relation to conflicts⁴.

exercise a reasonable degree of care and diligence in ensuring that CSC meets these covenants.

2.1 Board responsibilities

Financial Accountability Regime (FAR)

Directors are accountable persons for the purposes of the FAR and must comply with their obligations under the FAR Act. This includes taking reasonable steps to conduct their responsibilities with honesty and integrity, and with due skill, care and diligence. Each director's responsibilities are set out in their accountability statement, which forms part of CSC's accountability map. The Board is responsible for clearly defining and allocating responsibilities, and for maintaining governance and decision-making arrangements that support each director in discharging their FAR obligations and for a range of matters, including:

- setting the tone for ethical behaviour (over and above the requirement to comply with the law)
- setting CSC's strategic direction including objectives and core investment beliefs
- approving and monitoring investment strategies having regard to investment risk, stewardship and liquidity requirements
- maintaining oversight of governance, risk management and internal control frameworks, including setting CSC's risk appetite and enabling a positive risk culture
- overseeing compliance with legal, regulatory and statutory obligations
- approving and overseeing financial, regulatory and other external reporting
- determining and monitoring appropriate delegations
- establishing Board committees to help the Board fulfil its functions
- reviewing, ratifying and overseeing systems of risk management, including establishing and communicating the risk appetite for the organisation
- approving and overseeing financial, governmental, regulatory and other reporting
- approving and monitoring strategy for customer and employer services
- developing and maintaining an appropriate insurance management framework
- appointing and removing the Chief Executive Officer (CEO) and planning CEO succession
- setting the key performance indicators for the CEO
- determining appropriate remuneration arrangements for all relevant CSC employees

³ Under s52.

⁴ These obligations override any conflicting obligations of a director under Part 2D.1 of the Corporations Act 2001 and under subdivision A of Division 3 of Part 2-2 of the PGPA Act.

- reviewing and approving Fund and CSC financial statements and budgets
- overseeing sustainability and climate-related risks, opportunities and reporting, including ensuring appropriate governance, integration into strategy, and the integrity of disclosures in accordance with Australian Sustainability Reporting Standards and Commonwealth Climate Disclosures, and
- liaising with the relevant minister ('the Minister for Finance') and nominators to discuss Board composition, including nominating and appointing directors.

2.2 The role of the Board in setting culture and values

The Board sets the tone for CSC's culture and values and oversees its consistent application across the organisation. In doing so, the Board:

- approves CSC's values and code of conduct
- oversees the alignment of culture with CSC's purpose, strategy and risk appetite
- monitors management's implementation of culture initiatives and behavioural expectations
- seeks assurance that CSC promotes integrity, accountability and sound decision-making

CSC's values, as approved by the Board, are set out in the relevant governance and people policies.

2.3 Role of the Chair

The role of the Chair is to provide leadership for the Board and to ensure efficient organisation and conduct of the Board's deliberations and other functions.

Key responsibilities: The Chair is responsible for maintaining and developing relationships with key stakeholders, setting the agenda for the Board, providing effective leadership of the Board and ensuring active participation by directors. The Chair also promotes constructive and respectful relations between directors and management.

GAGSS Act responsibilities: The Chair:

- may convene a meeting of directors at any time, and must convene a meeting within 30 days after receiving a written request from another director
- presides at all meetings of the Board at which he or she is present. If not present, the Chair may nominate a director to preside at the meeting. If the Chair does not nominate a director, the directors present must elect one of themselves to preside, and
- may grant leave of absence to another director on terms and conditions that the Chair determines.⁵

General responsibilities: In addition, the Chair is generally responsible for:

- ensuring Board agendas address all relevant matters
- ensuring Board minutes properly reflect Board decisions
- ensuring a sufficient number of Board meetings occur to facilitate effective decision-making
- ensuring sufficient time is allowed at each meeting to deal adequately with each agenda item and to make a fully informed Board decision
- ensuring the Board is provided with adequate information
- developing and maintaining an ongoing constructive working relationship with the CEO

⁵ GAGSS Act ss15, 19 and 20.

- guiding the ongoing effectiveness and development of the Board and individual directors, and
- leading the Board in monitoring the management of the RSEs, assessing CSC's continuing financial position and performance, and establishing a culture of open discussion and in particular which allows directors to openly discuss risks and any material adverse developments.⁶

Encourage participation: During the course of a meeting and at any other time, the Chair is responsible for encouraging the participation of all directors in Board discussion. The Chair and other directors may ask questions of, or request information from, management or relevant external parties to be satisfied that they are fully informed in their deliberative processes. The Chair will facilitate such requests.

Facilitation of closed meetings: If required, the Chair will facilitate meetings of directors without the CEO or staff being present.

Decision making: To the extent that it is possible, where a director or directors dissent, it is the Chair's responsibility to facilitate an appropriate resolution of the differing views so that Board decisions capture the collective decision of the Board and that discussions remain respectful.

Acting Chair arrangements: If the Chair is not present at a meeting, a director nominated by the Chair presides. If a director is not nominated by the Chair, the directors present must elect one of the members present to preside.⁷

Separation of the role of the Chair: To avoid creating an unacceptable concentration of power and to improve accountability, the Chair must not be the CEO or a member of the Executive Management team.

2.4 Role of individual directors

Director participation: Directors are expected to participate fully in Board and committee discussions. They are entitled to ask questions of or request further information from management or relevant external third parties. Such requests should be made through the Chair.

Commitment of sufficient time, effort, resources, knowledge and skill: Each director is required to be prepared to commit sufficient time, effort, resources, knowledge and skill to their duties and role as a director. It has been the practice that the Board holds at least six meetings a year⁸, and all directors are required to participate in various Board committees.

Board Charter: It is expected that directors will comply with and adhere to this Board Charter.

Expression of views: The Board recognises the value of diverse perspectives and Directors are expected to express their views in good faith and with mutual respect where they dissent. The Chair will facilitate disciplined and respectful discussions amongst directors, supporting an effective decision-making process.

Behaviour once a decision is reached: Once the Board has reached a decision, taking into account all views that are expressed by directors, it is expected that all directors will respect those decisions and refrain from external criticism.

⁶ *A Fund Governance Framework for Not-for-Profit Superannuation Funds*, 3rd edition – April 2014, AIST/Industry Funds Forum Inc.

⁷ GAGSS Act s20(2).

⁸ Note that Section 17(4) of the GAGSS Act specifies that a director's appointment may be terminated if the director is absent, except on leave of absence, from 3 consecutive meetings of the Board.

Legal proceedings: Where a claim or proceeding arises in connection with the Board's role at CSC, directors may obtain independent legal. Any such engagement must be undertaken in accordance with the directors' Deed of Indemnity, Insurance and Access. Any legal advice obtained at the Board's expense is for the benefit of the Board as a whole and must not be used to pursue or support action against the Board or for any purpose that could be perceived to be a conflicts of interest.

Professional development: To maintain and develop their individual professional competency and also to maintain and enhance the collective competency of the Board, all directors are expected to identify and undertake appropriate professional development during their tenure on the Board. The Chair establishes guidance for what professional development will be financially supported by CSC.

Confidentiality: All directors are responsible for maintaining the confidentiality of Board and committee papers, and other internal working documents provided to them as directors, by either CSC or CSC's advisers. Directors should also maintain the confidentiality of Board discussions.

Conflicts management: CSC has a Conflicts Management Policy and framework that is compliant with the APRA Prudential Standard SPS 521, *Conflicts of Interest*. Directors must identify, disclose and appropriately manage actual, potential and perceived conflicts of interest. Conflicts are to be avoided where possible. Where avoidance is not possible, they must be managed by giving priority to members' interests over competing interests and so that decisions are made independently and without improper influence. Conflicts are required to be explicitly noted at each Board meeting and recorded in the minutes. The Board agenda includes as a standing item a requirement on directors to declare duties and interests and any updates or changes, and conflicts, actual, potential or perceived, in relation to any particular agenda item, and update CSC's Register of Duties and Interests.

2.5 Engagement with Management and Access to Information

Constructive and respectful relations with Management: The Board promotes a constructive and respectful working relationship with Management that fosters frank and open communications. This enables the Board to effectively discharge its governance responsibilities and oversight role.

Open access to Information and advice:

Directors are entitled to timely, accurate and sufficient information to support informed decision-making. Access to Management, records and other relevant information is facilitated through the Chair, so that requests are coordinated and managed efficiently. Directors may also request additional briefings or clarification on specific matters as needed.

Role of the Board and Management:

The Board provides governance, oversight and strategic direction, and relies on Management to manage the day-to-day operations of the organisation. Clear separation of these roles supports effective oversight and FAR accountability. Directors may engage on operational matters where appropriate, typically through the Board and its Committees or by arrangement with the CEO and Chair.

2.6 Delegated authority

The Board may delegate its powers. The Board has determined to delegate certain powers in relation to corporate and investment matters, and scheme administration.

Executive management responsibility: Executives have responsibility for the day-to-day management of CSC's business operations. This includes the implementation and monitoring of systems, structures, policies, processes, information and oversight arrangements used in managing CSC.

Director responsibilities: All delegations made by the Board are in writing. The Board remains ultimately responsible for all delegated functions.

Staff responsibilities: Staff exercising delegations are accountable to the CEO who is in turn accountable to the Board.

Matters that are sensitive or extraordinary: Even if within delegated powers, matters that are sensitive or extraordinary would typically be referred by the CEO to the Board. The exercise of some delegations is reported to the Board notwithstanding that they have been delegated.

Review of delegations: Delegations are regularly reviewed to maintain currency.

Examples of delegated authority: Examples of delegated authority include those relating to: spending authority up to specified monetary limits and in accordance with an employee's area of responsibility

development of agreed product enhancements

finalising a contract once appropriate due diligence has been carried out

executing documents under common seal in accordance with Board resolutions, and

maintaining certain bank accounts.

Investment delegations: Delegations to CSC staff relating to investments and investment operations include delegations relating to the management of each asset class in accordance with agreed investment policies, management of foreign currency hedge ratio risk within approved parameters, and management of tax.

The following matrix outlines responsibilities and approval processes that have been adopted by the Board in line with global better practice. Yellow highlights high level issues the Board is responsible for and blue highlights the areas Executive Management are responsible for.

	Board	Executive
Mission statement	Responsible for	Input to
Core investment beliefs	Responsible for	Input to
Governance framework	Responsible for	Input to
Governance budget	Responsible for	Input to
Strategy / risk budget	Responsible for	Input to
Investment philosophy	Oversight/sign off	Responsible for
Risk budget – which risks	Oversight/sign off	Responsible for
Asset classes and beta	Oversight/sign off	Responsible for
Investment Managers and alpha	Input to/oversight for	Responsible for
Operational decisions	Input to/oversight for	Responsible for
Monitoring and review	Responsible for	Input to

Administrative delegations: The Board delegates certain powers to its staff, and to the staff of its appointed scheme administrator to enable them to deal with scheme administration matters such as:

- receiving and accounting for contributions from employer agencies
- maintaining records of contributors, preservers and pensioners
- management of legal claims and disputed matters, and
- calculating and paying benefits.

The Board has also delegated certain authority to employer agencies to facilitate day-to-day scheme administration, for example to enable the agencies to remit superannuation contributions on behalf of customers.

2.7 Board committees

The Board may establish committees to assist in carrying out its responsibilities and to provide appropriate oversight of key governance matters.

The Board remains ultimately responsible: Committees are important in providing the capacity for Directors to work on more detailed matters in close consultation with Executive Management and advisers. However, Board Committees do not absolve the Board or individual directors from responsibility. Directors are required to make independent decisions regarding delegated powers, and make appropriate enquiries as and when necessary.

Appointment and composition: Board Committee members are appointed by the Board and comprise of Directors of the Board.

Terms of reference: Each Committee has its own documented terms of reference approved by the Board from time to time.

Board Committees: The Board has established the following standing Committees:

- Audit Committee - to assist the Board by providing an objective non-executive review of, amongst other things, CSC's financial reporting, financial controls and valuation of investments. The Committee is made up of a minimum of three Directors and is chaired by a Director appointed by the Board. The Chair of the Board cannot be a member of the Audit Committee under PGPA Act.
- Risk Committee - to assist the Board in discharging its responsibilities by overseeing risk culture, risk frameworks and management of operational risk. The Committee is made up of a minimum of three Directors and is chaired by a Director appointed by the Board.
- People and Governance Committee - to assist the Board by overseeing workforce strategy, culture, leadership and remuneration; Board, CEO and executive succession planning; and CSC's governance frameworks and director development. The Committee also supports oversight of regulatory obligations relating to people, governance and the Financial Accountability Regime. The committee is made up of a minimum of three directors and is chaired by a Board-appointed Director.
- Customer Experience Committee - to assist the Board by overseeing customer experience, engagement and outcomes, including customer strategy, products and services, feedback, complaints, and communications. The Committee also supports oversight of customer-related risks, industry and regulatory developments, and alignment with CSC's purpose and best financial interests obligations. The Committee comprises of at least three Directors and is chaired by a Board-appointed Director.

Committees established under scheme legislation: In addition, the Board has established the following Committees, pursuant to scheme legislation, to reconsider certain decisions under scheme legislation:

- MSB (MilitarySuper) Reconsideration Committee,⁹ and
- Defence Force Case Assessment Panel.¹⁰

Ad hoc committees: The Board may also establish ad hoc committees from time to time.

Attendance by other directors: Any director may attend any Committee meeting after giving notice to the Chair of the Committee and the Legal, Risk and Governance Team.

Factors considered when appointing Committee members: In appointing Committee members, the Board aims to:

- optimise the composition of the Committees in terms of collective experience, knowledge and skills, and may note any skill issues regarding the current membership
- ensure that organisational knowledge and continuity is preserved through staggered terms of office
- seek balance by encouraging diversity of, inter alia, gender, age, experience, skills and qualifications, and
- adhere to scheme legislative requirements.

3. Board Operations

3.1 Board meetings

Board calendar: The Board holds at least six meetings a year, but this may vary according to the circumstances from time to time. The dates of Board meetings for each year are developed in consultation with Directors in advance and sufficient notice is provided to Directors.

Attendance is expected: It is expected that all directors attend all Board meetings, although it is recognised that unavoidable calendar conflicts may occur from time to time. Directors are expected to participate in, and may be appointed to, various Board Committees, which will involve meetings in addition to the regular Board meetings.

Circular resolutions: The Board or a Board Committee may make decisions without a meeting—for example, by circular resolution.

Board meeting agenda: Agendas are developed prior to each meeting by the Legal, Risk and Governance Team in consultation with the Chair.

In-camera discussions: the Board and Board Committees may hold in-camera discussions (without management present) from time to time. This will be a standing agenda item for all meetings. In-camera discussions, should they occur, will not be minuted, though the subject of the discussion will be recorded in the minutes.

Informal meetings: Where informal meetings (such as Board dinners or small Director group gatherings) occur, any key actions that arise from these meetings will be recorded and shared with the Board and/or a Board Committee, as relevant.

⁹ MSBS Trust Deed paragraph 3(2)(h).

¹⁰ *Defence Force Retirement and Death Benefits Act 1973* s100.

Matters Arising: A report on Matters Arising from the meeting is provided to the next available meeting and is circulated with the draft minutes to all Executives for follow up action prior to that meeting.

Minutes: The Board and Board Committees must keep minutes of meetings.¹¹ Minutes are recorded by a member of the Company Secretary or another appointed minute taker. Minutes include information necessary to capture the nature of the discussions held¹² and decisions taken.

In accordance with CSC's governance practice, respective Chairs aim to review minutes within a week of each Board or Committee meeting, prior to circulation in draft to directors. Once approved, the minutes will be uploaded to the Board Portal.

Signing and safekeeping of the minutes: Minutes of the Board and Board committees are signed by the Board or Committee Chair at the next meeting, following review and acceptance as an accurate record by the Board or Committee. The Legal, Risk and Governance Team is responsible for safekeeping of minutes and papers.

3.2 Board and Committee papers

Circulation: Board and Committee papers are circulated approximately 7 days prior to each meeting to allow directors to be prepared to participate fully at the relevant meetings.

Board portal: Board and Committee papers are published through a Board portal and directors are able to access the electronic papers on an electronic device that is provided and maintained by CSC. The Board portal also contains a range of resources for directors, including policy documents and other reference material.

Directors to delete annotated papers and notes: It is expected that directors delete copies of any annotated papers and notes soon after all meetings, and in all circumstances within one week after the following meeting.

3.3 Procedures for decisions of the Board and voting rights

Board quorum: Subject to the requirements in relation to matters regarding only military schemes (see below), in accordance with s23 of the GAGSS Act, all Board decisions must be decided by the agreement of 6 of 9 directors. This means that the minimum quorum to hold a meeting is 6 directors. Where only 6 directors attend a meeting, decisions must be made unanimously. Where a greater number of directors attend, there can be dissent but the decision must be made by the agreement of at least 6 of the directors present. The Chair has the same voting rights as other Directors and does not hold a casting or veto vote.

Matters regarding only the military schemes: When performing a function under military superannuation legislation, CSC must have regard to the unique nature of military service, as recognised by the schemes set out in that legislation.¹³ Where matters regarding only the military schemes are considered by the Board, one of the directors appointed following nomination by the Chief of the Defence Force must be present.¹⁴ It is up to the Chair to determine whether a matter concerns only the military schemes.¹⁵

¹¹ GAGSS Act s25.

¹² This includes capturing instances of challenge by the Board, either of management or of each other, prior to reaching a decision.

¹³ GAGSS Act ss3 and 8(3)(d).

¹⁴ GAGSS Act s21(3).

¹⁵ GAGSS Act s21(4).

Out-of-session decisions: The Board has determined that it can make decisions out-of-session.¹⁶ An out-of-session decision can be made if the required quorum of directors indicate agreement with the proposed decision in the manner requested, and:

- if the proposed decision concerns only the military schemes, all directors were informed of the proposed decision, or
- in any other case—all directors were informed of the proposed decision, or reasonable efforts were made to inform all directors of the proposed decision.¹⁷

Voting rights: All Directors have an equal voting right at Board meetings. Voting processes are conducted in accordance with quorum provisions, provisions regarding matters that relate to military service, and out-of-session processes, as outlined in the GAGSS Act.

4. Board composition and nomination

CSC's Board composition, the nomination, appointment, removal of directors, terms of directorships and vacancy of office is governed by the GAGSS Act. The GAGSS Act provides that the Board must consist of 9 directors in total – an independent Chair and 8 other directors.

4.1 Board nomination

The directors are nominated in the following manner under the GAGSS Act:

two directors are nominated in writing by the President of the Australian Council of Trade Unions (ACTU)

two directors are nominated in writing by the Chief of the Defence Force, and the Minister for Finance chooses the remaining directors.

Consultation by nominating bodies: Before nominating a person, the President of the ACTU and the Chief of the Defence Force must consult with one or more relevant organisations.

Period for which the nominee is to be appointed: A nomination must specify the period for which the nominee is to be appointed. The period may not be more than three years.

Independent Chair under SIS Act: The SIS Act¹⁸ sets out the criteria by which the independence of a director is ascertained. An independent director is:

- not a member of the fund
- neither an employee nor an employer-sponsor of the fund nor an employee or an associate of an employer-sponsor
- not, in any capacity, a representative of a trade union, or other organisation, representing the interests of one or more members of the fund, and
- not, in any capacity, a representative of an organisation representing the interests of one or more employer-sponsors of the fund.

The Chair is appointed by the Minister in consultation with, and the agreement of, other Directors, and is independent.

4.2 Representative Board

The Board composition and nomination process allows for a mix of nominations by customer, employer and military representatives that brings to CSC a diversity of views, skills and experience. All directors have an important role to play, bringing their unique understanding of social, political, environmental, military, military service and industry-specific issues into the

¹⁶ GAGSS Act s24(2); Minute no 1144, agenda item 11, 11 February 2016.

¹⁷ GAGSS Act s24.

¹⁸ s 10(1).

decision-making process. Directors are not, however, representatives of their nominating bodies.

4.3 Appointment of directors

Appointments are made by the Minister for Finance: All Directors are appointed on a part-time basis by the Minister for Finance by written instrument.¹⁹

Appointments must be made where nominated by the President of the ACTU or the Chief of the Defence Force: Where a Director has been nominated by the President of the ACTU or the Chief of the Defence Force, the Minister for Finance must appoint that person for the period specified in the nomination. The period may not be more than three years.

Consultation with the Minister for Defence: The Minister for Finance must consult the Minister for Defence before making an appointment of any Director.

Board agreement to appoint a Chair: The Minister for Finance must obtain the Board's agreement to a person whom the Minister for Finance proposes to appoint as the Chair.

A Director must be fit and proper: A person is not eligible for appointment as Director if the person's appointment would result in a contravention of a fitness and propriety standard under the SIS Act.²⁰ Fitness and propriety standards are outlined in CSC's Fit and Proper Policy.

A Director must meet accountable person obligations: Directors are an accountable person of CSC and must meet FAR accountability obligations. Accountable person obligations are outlined in CSC's Accountability and Consequence Management Framework.

Instruments of appointment: On appointment, a Director will be provided with a letter of appointment from the Minister for Finance, including a copy of the instrument of appointment. A similar letter is also provided to CSC, including all appointment documentation.

Board communication with nominating bodies: The Board seeks to assist in the nomination and appointment process by communicating with the President of the ACTU, the Chief of the Defence Force and the Minister for Finance in accordance with the process set out in the Board Renewal Policy.

4.4 Removal of directors

Director resignation: A Director may resign by giving the Minister for Finance a written letter of resignation. Directors are encouraged to communicate their intentions to resign from the Board as early as possible, to assist in Board renewal.

Resignation date of effect: The resignation takes effect on the day it is received by the Minister for Finance or, if a later day is specified in the resignation, on that later day.

Directors nominated by the President of the ACTU or the Chief of the Defence Force: If a director nominated by the President of the ACTU or the Chief of the Defence Force resigns, the director must also give a copy of the resignation to the President or Chief, as appropriate.²¹

¹⁹ GAGSS Act s12(1).

²⁰ GAGSS Act ss12(2) and 11(3).

²¹ GAGSS Act s16(3).

Grounds for termination relating to fitness and propriety: The Minister for Finance may terminate the appointment of a director if the director's continuation in office would contravene a SIS fitness and propriety standard. The Minister for Finance must consult the Minister for Defence before terminating the appointment of a director on this ground.

Grounds for termination relating to disqualification: The appointment of a director terminates if he or she becomes a disqualified person pursuant to the SIS Act.

Grounds for termination relating to financial circumstances: In consultation with the Minister for Defence, the Minister for Finance may terminate the appointment of a director, notwithstanding that the director is not a disqualified person, where the director: applies to take the benefit of any law for the relief of bankrupt or insolvent debtors compounds with his or her creditors, or makes an assignment of his or her remuneration for the benefit of his or her creditors.

Other grounds for termination: Where the director has been nominated by either the President of the ACTU or the Chief of the Defence Force, the Minister for Finance must obtain the consent of the President of the ACTU or the Chief of the Defence Force (as applicable), and consult with the Minister for Defence, prior to termination on the following grounds:

- misbehaviour or physical or mental incapacity
- if the director is absent, except on leave of absence, from three consecutive meetings of the Board
- if the director fails, without reasonable excuse, to comply with section 22 of the GAGSS Act which relates to the disclosure and management of conflicts of interest
- if the Minister for Finance is of the opinion that the directors have failed to comply with paragraph 19(1)(a) or (b) of the PGPA Act which relate to keeping the Minister for Finance informed of activities of CSC and providing reports, documents and information as the Minister for Finance requires²², or
- if the Minister for Finance is of the opinion that a director has contravened section 30 of the PGPA Act which deals with termination for contravening general duties of officials. These general duties are similar to the SIS requirements.

If the President of the ACTU or the Chief of the Defence Force consents to the termination of a director under these grounds, the Minister for Finance must terminate the director's appointment.

4.5 Tenure

Terms of directorship: A director holds office for the term specified in the instrument of appointment, as determined by the Minister for Finance, and which must not exceed three years.

Maximum tenure: A director may be re-appointed but must not hold office continuously for more than nine years.²³

4.6 Board renewal

The Board values a degree of continuity while also seeking to refresh its membership. The Board Renewal Policy sets out the Board's policy on Board renewal.

²² GAGSS Act s17(5) provides that in this circumstance the Minister may terminate the appointment of all directors or particular directors.

²³ GAGSS Act s13.

4.7 Vacancy of office

Director appointments during a vacancy of office: The Minister for Finance, in consultation with the Minister for Defence, may appoint a person to act as a director during a vacancy in office (whether or not an appointment has previously been made to the office) or during periods when a director, for any reason, is unable to perform the duties of the office including being absent from duty.²⁴

Nominations made by the President of the ACTU or the Chief of the Defence Force: If a nomination is made by the President of the ACTU or the Chief of the Defence Force for a person to act in place of a director who was nominated by the President or the Chief (as applicable), the Minister for Finance must appoint the nominated person to act for the period specified in the nomination.²⁵

Fit and proper standards: Fit and proper standards must be met by all acting appointments.²⁶

Accountable person obligations: Accountability obligations must be met by all acting appointments. Accountable person obligations are outlined in CSC's Accountability and Consequence Management Framework.

Acting Chair: The Minister for Finance must consult the Board about a person whom the Minister for Finance proposes to appoint as acting Chair of the Board.²⁷

Part 9 of the SIS Act vacancy requirements: Compliance with the vacancy requirements outlined under Part 9 of the SIS Act, which deals with the equal representation rules, is not required as CSC is governed by the GAGSS Act and exempt from the basic equal representation rules.²⁸ Further, appointments to CSC's Board are made by the Minister.

5. Board performance evaluation

Board performance evaluation is conducted annually examining the Board as a whole, the Chair, individual directors and Board committees. More information is outlined in the Board Performance Evaluation Policy.

6. Remuneration of directors

Remuneration of directors (including for the Chair and members of committees) is determined by the Remuneration Tribunal.²⁹ Details of director and senior executive remuneration are disclosed in CSC's annual financial statements and on the CSC website in accordance with regulatory disclosure requirements.

7. Indemnities

Indemnity of directors: Directors and their delegates are entitled to be indemnified for anything done, or omitted to be done, in good faith in the performance of their functions under

²⁴ GAGSS Act ss18(1) and (3).

²⁵ GAGSS Act ss18(5) and (6).

²⁶ GAGSS Act s18(2).

²⁷ GAGSS Act s18(4).

²⁸ APRA has exempted CSC under *Superannuation Industry (Supervision) exemption No. A16 of 2011* from compliance with subsection 93(4) of the SIS Act which relates to compliance with the basic equal representation rules if a fund is not a public offer superannuation fund.

²⁹ Refer *Remuneration Tribunal Act 1973*.

the GAGSS Act and scheme legislation and will not be personally subject to any action, liability, claim or demand in relation to those matters.³⁰

Trustee insurance: CSC maintains trustee liability and comprehensive crime insurance which covers all directors. Each director has a deed of indemnity, insurance and access with CSC which provides them with certain access to Board papers and requires CSC to maintain insurance for, and to indemnify the director against liability incurred as a director.

8. Review of Charter

The Board Charter will be reviewed by the People and Governance Committee biennially or as required, in particular in light of relevant regulatory initiatives or any significant changes to CSC's constituent legislation, to assess its continuing currency. The Committee will recommend to the Board for its approval any necessary or desirable amendments to ensure the Charter remains consistent with best practice and applicable law.

Review table:

Version No	Date	Author	Reviewed by	Comments	Board/Committee approval
1	December 2012	General Counsel Group and the Corporate Secretary		Establishment of document	
2	February 2015	General Counsel Group and the Corporate Secretary		Biennial review to assess continuing currency	Reviewed by Board Governance Committee 2 Dec 2014 and the Board 12 February 2015
3	May 2016	General Counsel Group		Biennial review to assess continuing currency	Reviewed by Board Governance Committee and approved by Board
4	15 June 2017	General Counsel team		Updated APRA governance requirements: Prudential Standard SPS 510, Governance, and Prudential Practice Guide SPG 510, Governance	Reviewed by Board Governance Committee meeting 22 March 2017; Board meeting 15 June 2017
5	15 August 2019	General Counsel team		Biennial review to assess continuing currency	Reviewed by Board Governance Committee meeting on 14 August; approved by Board on 15 August
6	25 March 2021	General Counsel team		Biennial review. Updated to include practices as identified within the Governance Better Practice Project and other minor updates to reflect CSC structural and staffing changes	Reviewed by Board Governance Committee meeting 8 Feb 2021; approved by Board on 25 March 2021
7	8 December 2022	General Counsel team			
8	11 December 2024	General Counsel team			
9	5 June 2026	Legal, Risk and Governance team	Corporate Secretary and CRCO	Biennial review	Board Approved 24 June 2026

³⁰ GAGSS Act s35(1).