

CUSTOMER EXPERIENCE COMMITTEE TERMS OF REFERENCE

1. PURPOSE: The Customer Experience Committee (“the Committee”) is established by the Board to:

- Provide strategic oversight and guidance on customer initiatives that enhance customer experience, engagement, and outcomes
- Oversee the development and performance of customer engagement strategies, services, products, and communications for alignment with CSC’s purpose, values, and best financial interests duties
- Monitor the effectiveness of relationships and collaboration between customers, their representatives, APS and ADF employers to deliver sustainable and positive customer outcomes.

2. RESPONSIBILITIES

The Committee will have oversight of the following matters:

Customer Experience including:

- CSC’s customer experience strategy, engagement, retention, and satisfaction
- Reports and insights from customer experience Key Performance Indicators (KPIs) and trends, including Net Promoter Score, trends, and digital engagement metrics
- Business-wide initiatives including transformation projects, that promote a customer-first culture across CSC’s operations, systems and partnerships
- Challenges and opportunities in the current state of customer operations

Customer Insights, Complaints & Feedback:

- Oversight of the strategic use of customer feedback to inform service design and policy development
- Oversight of complaint trends and systemic issues to assess Management’s use of data to inform strategic service improvements
- Referral of systemic issues to the Risk Committee
- Monitor emerging issues and service trends that impact CSC customer experience
- Assess value delivery across various customer demographics
- Oversee customer advocacy initiatives and customer expectations

Product & Service Innovation

- Oversight of proposals for new or enhanced products and services with a focus on customer value, accessibility, and satisfaction
- Monitor performance of customer-facing products and services
- Evaluate customer education and financial advice
- Oversight of strategic alignment for product offerings with customer needs, including retirement solutions and digital tools
- Monitor CSC’s Retirement Income Covenant strategies and initiatives against customer retirement

Insurance & Claims Experience

- Provide strategic oversight of CSC’s insurance strategy and product suitability
- Monitor customer experience in claims handling, including systemic trends in disputes and declined claims
- Oversight of claims practices and alignment with CSC’s Insurance Management Framework and customer expectations

Marketing, Brand & Communications

- Monitor strategic marketing and brand positioning for alignment with CSC’s values and customer expectations
- Monitor the effectiveness of communication strategies, including digital engagement and accessibility
- Evaluate campaign performance and customer resonance

External Environment & Regulatory Alignment

- Monitor legislative and regulatory developments and changes impacting customer services, experience and service standards to:
 - Assess adequacy
 - Management readiness and capacity for addressing relevant change
- Monitor industry standards, reviews, and customer-focused reforms
- Oversight of the employment trends of future membership opportunities through the perspective of opportunities and challenges with connection to the CSC liquidity position.

3. MEETING GOVERNANCE

Membership:

- Members of the Committee and the Chair of the Committee are appointed by the Board
- In the absence of the Committee Chair, the meeting may elect one of its members to chair the meeting
- The Committee will have at least four members
- A quorum of the Committee is formed when at least 70% of the Committee members are present

Meetings:

- The Committee will meet at least 4 times a year or as otherwise required
- Meetings may be held in person, by telephone or by video conference, or by any combination of these media
- The Committee Chair may convene special meetings when necessary
- The Company Secretary or their delegate will act as Secretary to the meeting
- The Chief Executive Officer, Chief Operations Officer, the Chief Risk and Compliance Officer are standing attendees and delegates of these officers may also attend Committee meetings, subject to prior approval of the Committee Chair.

4. AUTHORITY

The Committee is authorised by the Board, within the scope of its responsibilities, to:

- Do anything necessary for the performance of its functions
- Seek any information it requires from any internal or external party
- Obtain external professional advice as required, including to support and enhance the Committee's performance of its duties from time to time
- Request and/or permit the attendance of any or external party as required.

5. REPORTING AND REVIEWING

- The Committee Chair or their delegate will provide updates (including minutes) to the Board at the following Board meeting
- The Committee will consult with other relevant Committees as necessary to make informed decisions and recommendations to the Board
- The Committee will conduct an annual self-assessment, generally as part of the Board performance assessment process, to assess discharge of its responsibilities under these Terms of Reference and the adequacy of its reporting to the Board, and will report its findings to the Board
- These Terms of Reference will be reviewed at least biennially or earlier if required, with recommendations for changes made to the Board for approval.