



Board Skills Matrix

The Board Skills Matrix sets out the skills and experience that would contribute to the effective operation of the CSC Board.

The Matrix skills are in addition to the basic skills/experience expected of all CSC Directors as follows:

- Awareness of superannuation and its regulatory framework
- Financial literacy
- Understanding of directorship, governance and trusteeship principles
- Understanding of risk factors
- Sound business judgement
- Critical thinking and ability to provide constructive challenge

Board Skills Matrix

CSC has identified 10 skill sets reflecting skills and experience required of the Board to effectively and prudently manage the operations of CSC and fulfil its duties and deliver the member outcomes as agreed by the Board from time to time. CSC seeks to have as many of the 10 skills as feasible collectively represented on the Board. CSC aims for both general and expert representation across the skills, seeking at least one highly experienced director for as many of the skills as possible. Where any skill is underrepresented, the Board may address the issue by accessing alternative expertise. The Board uses a 5 level score to assess director skills and experience.

Skill	Number of highly experienced* directors
Leadership: experience in the development, implementation, oversight and delivery of strategic outcomes and operational activities for an organisation the scale and complexity of CSC	9
General financial services acumen: experience in the financial services sector in Australia or overseas, across superannuation, banking, insurance, wealth management, etc.	6
Audit and assurance: experience relevant to CSC in financial accounting and reporting, corporate finance and internal controls, including assessing the quality of financial controls	7
Institutional investments: Experience within the investment sector including but not limited to investment management & operations, asset classes, strategy, risk management, regulatory structures and compliance requirements, ESG and sustainable investment concepts	3



Legal: experience in the legal and regulatory environment applicable to CSC including but not limited to superannuation, trust, corporations, government/administrative and commercial law	3
Risk management: experience in identifying, assessing, monitoring and overseeing the management of financial and non-financial risks	8
Technology and digital: experience in developing technology strategies, monitoring and implementing technology strategies, cyber security, artificial intelligence and/or digital innovation in corporate environments	3
Marketing, communications and customer strategy: experience in marketing, communications and customer strategy in member/customer focused environments including experience with trust, reputation and social license	6
Public policy: experience in public and regulatory policy, including interaction with government and regulators at all levels and influencing public policy decisions and outcomes	6
Trustee directorship and corporate governance: extensive experience in trustee / fiduciary directorship and/or corporate governance including as relevant to ESG	8
Understanding CSC's members and customers: experience relevant to understanding of CSC's military and public service membership	7

** 'Highly experienced' constitutes a director who scores 4 or more*

Scoring

Directors will be counted as generally having the relevant skill where they have a score of 4 or more as follows:

1	Limited: No work experience, understanding, knowledge or qualifications.
2	Background: Have had some ancillary/indirect exposure through work experience or training sufficient to enable background awareness but not sound knowledge. For example exposure to the skill's subject matter while working in a different function that the skill is connected to, such as working on an innovation project as the product specialist and being exposed to technology strategy development.
3	Sound: Have had experience or training sufficient to give a sound understanding of the skill. This includes (but is not limited to) having had: <ul style="list-style-type: none">• relevant work experience of at least 2 years, specific to the skill though not necessarily specific to the work of CSC, or



	<ul style="list-style-type: none">• relevant training in relation to the skill below a tertiary level, such as through short courses, industry conferences, seminars or in-house training programs
4	<p>Comprehensive: Have had significant experience or hold relevant qualifications to give a comprehensive understanding of the skill. This includes (but is not limited to) having:</p> <ul style="list-style-type: none">• had relevant work experience of at least 5 years specific to the skill in an area either specifically relevant or transferrable to the work of CSC, including experience on boards, at a management level or in a professional services firm• relevant qualifications specific to the skill, which may include (dependent upon the skill) a law degree, accounting/audit qualifications, a communications or marketing qualification, an IT/ICT qualification, a management/leadership qualification, such as a relevant degree or MBA, etc.
5	<ul style="list-style-type: none">• Professional/Expert: Have had significant experience and generally[#] also hold relevant qualifications to give an expert understanding of the skill. This includes (but is not limited to) having had:• relevant work experience of at least 8 years specific to the skill in an area directly relatable to the work of CSC, including experience on boards, at a senior management level in a related industry to CSC, or in a professional services firm, AND• relevant qualifications may include those as set out in relation to a score of 4 above. <p>This score is generally for where this is/was the person's primary profession or where the person would be regarded as an expert in this particular area as a result of their experience.</p> <p>[#]Where a person has significant experience (of over 15 years) a qualification is not necessary where that particular skill does not require a professional qualification. For example a lawyer would be required to have a law degree and years of experience practising law to score a 5 for the legal skill. However, a director with many years of senior management experience (including experience on boards) would not necessarily require a specific leadership qualification to score a 5 in the leadership skill.</p>