

## CEW MEMBER NOMINATIONS Meet vs Does Not Meet Criteria Examples

### Summary

The Membership Committee has compiled a list of examples of CEW member nominations that “meet” vs “does not meet” the current CEW membership criteria for reasons including (but not limited to) their role, reporting line, size of the organisation they work for, number of employees they manage.

### CORPORATE

#### Meets Criteria:

1. Jane is the CEO of XYZ Limited, which is in the ASX300.
2. Jane is the CEO of XYZ Pty Ltd, which is not listed but has a net asset value in its last published accounts of \$1.5bn, equivalent to a ASX300 company, thereby meeting the criteria for Corporate membership.
3. Jane is the COO of XYZ Ltd, which is in the ASX200. She has line responsibility for all operational divisions and reports directly to the CEO.
4. Jane is the CFO of XYZ Pty Ltd, which is not listed. XYZ has a net asset value of \$2.2bn in its last published accounts, equivalent to an ASX200 company, and thereby meeting the membership criteria for Corporate membership.
5. Jane is the Head of HR for XYZ Ltd, an ASX100 listed company. She reports to the CEO but does not have line operations.
6. Jane is the EGM of Australian operations, reporting to the COO of XYZ Limited, an ASX20 corporation. She has line responsibility and sets the strategy for all its Australian operations, which is its largest operating division, with 60% of the revenue of XYZ.

#### Does Not Meet Criteria:

1. Jane is the CEO of XYZ Limited which is in the ASX500. (Does not meet the criteria to be in the ASX300)

2. Jane is the CEO of XYZ Pty Ltd, which is not listed. It has net asset value of \$1bn and revenue of \$300mn. (Does not meet the criteria to be equivalent to an ASX300 company).
3. Jane is Head of HR, reporting to the CEO, of XYZ Ltd, an ASX200 company. (Does not meet the criteria to have line responsibility reporting to the CEO of an ASX200 company.)
4. Jane is Head of Taxation reporting to the CFO of an ASX50 company. (Does not meet the criteria to be in a line responsibility role at CEO-2 level for an ASX20 company.)

## **NON-EXECUTIVE DIRECTORS**

### **Meets criteria**

1. Jane is a non-executive director of XYZ Ltd, an ASX50 company. She holds no other NED roles.
2. Jane is a non-executive director of XYZ Ltd, an ASX200 company, and is a NED on a charity board, and a small startup enterprise.
3. Jane is a non-executive director of XYZ superannuation fund, which has FUM of \$30bn. She also has a portfolio of NED roles on charity and arts boards.
4. Jane is a non-executive director of XYZ, a state owned enterprise which has net assets of \$6bn. She has a portfolio of other smaller company and charity NED roles.

### **Does not meet criteria**

1. Jane is the Chair of XYZ Ltd, an ASX100 listed company. She holds no other NED roles. (Does not meet the criteria as the company need to be in the ASX50 or equivalent, if she holds no other NED roles).
2. Jane is a Chair of XYZ Ltd, an ASX300 listed company. She holds a portfolio of other small company and charity NED roles. (Does not meet the criteria as main NED role needs to be in the ASX200).
3. Jane is a non-executive director of XYZ Super Fund, that has funds under management of \$18bn. She has a portfolio of other small company and arts NED roles. (Does not meet the criteria for the FUM to be more than \$25bn).

## INDUSTRY OR PROFESSIONAL ASSOCIATION

### Meets criteria

1. Jane is the CEO of a national professional association representing all registered medical practitioners representing 30,000 members.
2. Jane is the CEO of national industry body representing leading corporates in that industry and sector that also has contributes to industry issues at an international level.

### Does not meet criteria

1. Jane is the CEO of State based industry association that feeds into a national industry association and doesn't otherwise have international influence.
2. Jane is the CEO of national industry association that only represents a small proportion of the leading companies in the relevant industry.

## UNIVERSITIES

The nominee is:

Vice Chancellor of an Australian University <b>OR</b>	<input type="checkbox"/>
A direct report to the Vice Chancellor of a major Australian university (ie. G8 university or as determined by reference to revenue, student enrolments and ranking) eg. a significant leadership role with responsibility for a significant proportion of revenue (relative to total revenue of the university) or with significant responsibility for setting and executing strategy. For example, roles such as Provost, Vice Chancellor, Pro Vice Chancellor, Vice Principal. This does not include administrative roles.	<input type="checkbox"/>

### Meets criteria

1. Jane is the Vice Chancellor of an Australian University (eg QUT, USQ or Torrens University)
2. Jane is the Deputy Vice-Chancellor of ANU (a G8 university) and responsible for strategy, and also Vice-President (Education)

## **Does not meet criteria**

1. Jane is the Deputy VC of Torrens University, SA
2. Jane is the Deputy VC of a large SA university which manages administration matters for the university with no strategy or responsibility oversight over any material faculty matters

## **PROFESSIONAL SERVICES**

### **Meets criteria**

1. Jane is the managing partner for the government services practice within XYZ Consulting/Law firm, she sits on the board of partners for Australia.
2. Jane is the national sector lead of the resources sector of a national law firm with more than 150 partners and also chairs the ?

### **Does not meet criteria**

1. Jane leads the telecommunications practice for XYZ Consulting/Law firm in Sydney and has a large team of people reporting to her. She is highly respected within her industry and is often sought out to speak on industry transformational issues. While Jane is a very experienced partner she does not lead the market segment, nor holds a significant leadership role within her firm directing the overall firm's strategy in Australia.
2. Jane is the Practice Leader for the mergers + acquisitions practice for xyz professional services firm and sits on the firm's leadership committee. She is a direct report to the CEO
3. Jane is the founding partner and CEO of a state-based consulting practice with revenues of less than \$50m, but consider other categories

## **FUNDS MANAGEMENT**

### **Meets Criteria**

1. Diana is a Senior Portfolio Manager with an \$8B listed investment company, and runs a \$2.5B portfolio of international equities for the company. Diana has a long history in funds management, having worked all over the world, and represents the industry in a number of forums, providing advice to regulators on market

structuring. Diana has a regular programme of liaison with the management of her investee companies to discuss stewardship, governance and the outlook for those companies.

## **Does not meet criteria**

1. Lisa is a Senior Portfolio Manager of an \$8B listed investment company, and runs a \$2B portfolio investing in real estate. While she runs the portfolio, a separate team engages with the projects on matters of governance and strategy.

## **SUPERANNUATION FUNDS**

### **Meets Criteria**

1. Jane is the Chief Investment Officer of a \$25B superannuation fund which promotes active stewardship as a core investment value. Jane is delegated to make decisions about rebalancing tilts, and is recognised as a leader in her area, speaking frequently on morning radio.

### **Does not meet criteria**

1. Helen is the Chief Investment Officer of a \$3B superannuation fund.

## **AUSTRALIAN JUDICIARY**

### **Meets criteria**

1. Any current Justice of the High Court
2. Chief Justice of the Victorian Supreme Court

### **Does not meet criteria**

1. Current NSW Supreme Court judge, but consider as potential candidate under Significant Influence category
2. Associate of the Supreme Court of Victoria, but consider as potential candidate under Significant Influence category

## **COMMONWEALTH GOVERNMENT**

### **Meets Criteria**

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1. Jane is the Secretary of the Commonwealth Department/Entity of XYZ ( meets criteria for both small and material as defined by the Australian Government Organisations Register).
2. Jane is the Deputy Secretary of the Commonwealth Department/Entity of XYZ (being a principal and material Commonwealth entity)
3. Jane is the Australian Ambassador/High Commissioner/Consul General of XYZ Country, at the substantive level of SES Band 1 or above.

### **Does not meet criteria**

1. Jane is the Deputy Secretary of a small/non- material Commonwealth Department/Entity
2. Jane is the State Director or State Manager of a Commonwealth Department/Entity located in a state or territory outside Canberra
3. Jane is Australian Ambassador/High Commissioner/Consul General of Country XYZ, but below the substantive level of SES Band 1

### **STATE AND LOCAL GOVERNMENT**

#### **Meets Criteria**

1. Jane is CEO of XYZ which is a significant State-Owned Entity (SOE) with managed assets of \$3.9 bn and 400 employees (meets criteria as managed asset value of >\$2.0 bn AND employees >300)
2. Jane is CEO of Local Government Entity XYZ who reports to a Council with a managed asset value of \$2.7 bn and 350 employees (meets criteria as managed asset value of >\$2.0 bn AND employees >300).
3. Jane is CEO of the largest SOE in NSW (meets criteria as CEO of largest SOEs for NSW).
4. Jane is CEO of the second largest Council in WA (meets criteria as second largest Councils for WA)

5. Jane is the Director General of XYZ which is a non corporate State Government entity with managed assets of \$4 bn and 670 employees (meets criteria as managed net asset value of >\$2 bn AND >500 employees).

## **Does not meet criteria**

1. Jane is CEO of a State-Owned Entity XYZ who manages assets of \$1.8 bn (does not meet criteria as managed asset value of <\$2.0 bn)
2. Jane is CEO of a Local Government Entity who manages 250 employees (does not meet criteria as manages <300 employees)
3. Jane is CEO of XYZ which is a small SOE in QLD (does not meet criteria due to size, scale, and complexity)
4. Jane is CEO of XYZ which is a small rural council in TAS (does not meet criteria due to size, scale, and complexity)
5. Jane is Director General of XYZ State Government with managed asset of \$700 m (does not meet criteria as managed asset value <\$2 bn).

## **CULTURAL AND RECREATION ORGANISATIONS**

### **Meets criteria**

1. Jane is the Executive Director of XYZ performing arts company, which receives multi-year year funding under the Australia Council for the Arts, under its National Performing Arts Partnership Framework. XYZ performs across Australia, developing new works that have been performed by other acts groups. XYZ is considered to be a leader in its genre of performing arts in Australia and has toured overseas most years with assistance from DFAT in our diplomatic reach in some countries.

### **Does not meet criteria**

1. Jane is the artistic director of XYZ performing arts group. XYZ is state based, and while it receives funding from the state government, it is yet to receive substantial funding from the Australia Council for the Arts. XYZ does not tour nationally. (Does not meet criteria of a significant organisation with a substantial national or international impact).

## NOT-FOR-PROFIT AND COMMUNITY ORGANISATIONS

### Meets Criteria

1. Jane is the CEO of XYZ Limited, which is a NFP that has \$80m pa in revenue . Jane is the CEO of XYZ, which is a community organisation that has revenues of \$30m pa and impact as noted in their annual report, states impact reach is \$75 million in total
2. Jane is CEO of XYZ national charity with revenue >\$150m p.a (meets criteria on revenue)
3. Jane is the Chairperson of a national charity with and International brand/reputation and revenue >\$150m p.a (meets criteria on revenue)
4. Jane is CEO of a large and well known NFP based in a State/Territory with revenue <\$150m p.a but does not have a national presence. (meets criteria on revenue)
5. Jane is CEO of a State Based NFP with revenue <\$150m p.a but can demonstrate significant impact of their work (by providing company data such as impact reports, SROI etc) (meets criteria on impact and reputation – but does not meet revenue criteria)

### Does not meet criteria

1. Jane is the CEO of XYZ Limited which has annual revenues of \$30m pa and there is no additional third party verified disclosure (not above \$50 m pa revenues or impact)
2. Jane is CEO of a State-Owned NFP XYZ and has held the role for 10 years. The NFP has an annual turnover of \$10m p. and works locally in the state (does not meet revenue or impact criteria)
3. Jane is CEO of charity XYZ which is small based in NT with an operational area of Darwin only. (does not meet criteria due to revenue, impact and influence)



## ENTREPRENEUR

### Meets Criteria

1. Jane is the Founder and Executive Chair of XYZ Limited, a national energy retailer which she grew from startup and sold to private equity, with revenues of \$100M and a national presence.
2. Diana is the Founder and CEO of ABC Pty Ltd, a not-for-profit participant in the NDIS with revenues of \$120M and operations across Queensland.

### Does not meet criteria

1. Helen is the CEO of XYZ Limited, a national energy retailer which Jane, her Executive Chair, founded and sold to private equity, with revenues of \$100M and a national presence.
2. Lisa is the Founder and CEO of LMN Pty Ltd, a startup business retailing telephone plans with operations across NSW and billings of \$40M.

## SIGNIFICANT INFLUENCE

### Meets Criteria

Jane has been the CEO of company/NFP XYZ which does not meet the ASX criteria of CEW's corporate category or the revenue thresholds of CEW's NFP category.

Jane has been CEO of the organisation for several years and her previous career experience has in the has a significant profile within the XYZ sector. Jane regularly appears in national media as a trusted expert in her field and is a well sought-after conference keynote speaker and panel participant. In addition to her role in XYZ company, Jane is a board member of ABC and DEF organisation and is a member of an expert panel, appointed by the Federal Minister due to her experience in the sector.

Jane has recently been recognised for her work with a national award with prominent feature in national newspapers. A quick google search of Jane results in significant coverage of her work across media, social media and print.

Jane's success as a leader of XYZ company/NFP and profile has led to expansion of the XYZ company model in other areas across Australia. [Demonstrates meeting extensive experience, other roles, recognition and broad sphere of influence]

## **Does not meet criteria**

Jane has been the CEO of company/NFP XYZ which does not meet the ASX criteria of CEW's corporate category or the revenue thresholds of CEW's NFP category or the entrepreneur category for CEW membership.

Jane has had a rapid career rise, working as a senior executive and manager and has been able to influence in previous roles in implementing change at state/federal government policy and/or community impact. This has been in supporting roles for larger organisations. Jane is a regular attendee at high profile events across the country including events held by governments at state and federal level and the BCA annual dinner

Jane has recently become CEO OF company XYZ and is yet to fully establish herself at the CEO level before pursuing other external roles such as Board Director or advisory roles. Jane has extensive networks and contacts, including within the CEW membership.

A google search of Jane and XYZ company returns limited results and her social media presence is limited but activity has increased more recently.

[does not fit experience in other roles, recognition or broad sphere of influence. A potential valued addition to CEW in coming years as Jane's profile, recognition and experience increases]

Before you submit your nomination, please go to next page for the **CURRENT** CEW Membership Criteria – approved at the 18 August 2023 board meeting.

If you are unsure whether your Nominee meet the criteria for the category which you would like to nominate them, please reach out to our Membership Committee via [membership@cew.org.au](mailto:membership@cew.org.au)

## CEW MEMBERSHIP CRITERIA – August 2023

**\*\*CEW is currently unable to offer membership to serving elected officials. We would welcome nominations from elected officials on the completion of their terms.\*\***

### CORPORATE

The nominee is:

<p>Chief Executive Officer (CEO) of:</p> <ul style="list-style-type: none"> <li>• an ASX 300 listed public company <b>OR</b></li> <li>• an international subsidiary equivalent to an ASX200 listed company who reports to a Board, sets strategy, and has P&amp;L accountability including operations (ie. &gt;\$2.0 bn net assets/market value or annual revenues &gt; \$1.5 bn) <b>OR</b></li> <li>• a private company comparable to an ASX300 listed company (ie. revenues &gt;\$500M or net assets/market value of &gt;\$1.0 bn)</li> </ul> <p><b>OR</b></p>	<input type="checkbox"/>
<p>Direct report to the CEO (or an equivalent role) with line responsibility or the Chief Financial Officer of an ASX200 listed public or equivalent multinational or private company (ie. &gt;\$2.0 bn net assets/market value or annual revenues &gt;\$1.5 bn)</p> <p><b>OR</b></p>	<input type="checkbox"/>
<p>Direct report to the CEO with functional accountability (ie. Chief Information Officer, Chief Human Resources Officer) in an ASX100 listed company or equivalent private company (ie. annual revenues &gt; \$2bn or market value/net assets &gt;\$5bn)</p> <p><b>OR</b></p>	<input type="checkbox"/>
<p>Direct report to an Executive Committee member (CEO-2 role) of an:</p> <ul style="list-style-type: none"> <li>• ASX10 listed company or international global entity of similar size and scale, and has line or functional responsibility <b>OR</b></li> <li>• ASX20 listed company or international global entity of similar size and scale, and has line responsibility for a significant proportion of revenue (relative to the total revenue of the company greater than \$5 bn pa), scope (significance and complexity), sets strategy for business unit and has operational responsibility.</li> </ul>	<input type="checkbox"/>

## NON-EXECUTIVE DIRECTORS

The nominee is:

<p>A non-Executive Director who holds a portfolio of non-executive directorships and at least one directorship reflects size and influence (ie. ASX200 or comparable private companies, Superannuation Fund with FUM &gt;\$25 bn or major federal, state, or local government instrumentality).</p> <p><b>OR</b></p>	<input type="checkbox"/>
<p>An executive who concurrently holds a non-executive director role that reflects size and influence (ie. ASX200 or comparable private companies, Superannuation Fund with FUM &gt;\$25 bn or major federal, state, or local government instrumentality).</p>	<input type="checkbox"/>

## INDUSTRY OR PROFESSIONAL ASSOCIATION

The nominee is:

<p>CEO of an industry or professional association with significant National or international influence, scope, and reputation such as the size of the industry sector the body represents or the size of membership of the body (eg. BCA, CEDA etc).</p>	<input type="checkbox"/>
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## UNIVERSITIES

The nominee is:

<p>Vice Chancellor of an Australian University</p> <p><b>OR</b></p>	<input type="checkbox"/>
<p>A direct report to the Vice Chancellor of a major Australian university (ie. G8 university or as determined by reference to revenue, student enrolments and ranking) eg. a significant leadership role with responsibility for a significant proportion of revenue (relative to total revenue of the university) or with significant responsibility for setting and executing strategy. For example, roles such as Provost, Vice Chancellor, Pro Vice Chancellor, Vice Principal. This does not include administrative roles.</p>	<input type="checkbox"/>

## PROFESSIONAL SERVICES

The nominee is:

<p>One of the following in a major national or global operating firm:</p> <ul style="list-style-type: none"> <li>• CEO or Chair of Board of Partners <b>OR</b></li> <li>• Head of National or Global Industry Group/Member AND holds another national leadership role <b>OR</b></li> <li>• On Board of Partners AND holds another national leadership role <b>OR</b></li> <li>• Direct report to the CEO (or equivalent role) of a firm i.e. a national leadership role such as Chief Financial Officer, Chief Operating Officer or role that is broader than Head of People/HR</li> </ul> <p><b>OR</b></p>	<input type="checkbox"/>
<p>Chief Executive of a significant professional services firm; or owns or controls in partnership or joint venture with others, a significant professional services firm (ie. revenues &gt;\$500M).</p>	<input type="checkbox"/>

## FUNDS MANAGEMENT AND SUPERANNUATION FUNDS

The nominee needs to satisfy **ALL** four limbs of the “Funds Management” criteria and is:

<p>A senior portfolio manager, Chief Investment Officer (CIO) or equivalent who is recognised as a leader in funds management or superannuation industry (awards; media articles)</p> <p><b>AND</b></p>	<input type="checkbox"/>
<p>Is responsible for making investment decisions for their own fund as the senior person (they are the senior person running the money)</p> <p><b>AND</b></p>	<input type="checkbox"/>
<p>Directly managing at least, A\$500m of listed securities OR \$2bn of infrastructure, property, private equity and/or other real assets <b>OR</b></p> <p>Having influence as a "head of" the asset class, head of research or equivalent with over \$1 bn of listed funds or \$10 bn of infrastructure, property, private equity and/or real assets in funds management <b>OR</b></p> <p>Head of asset class, CIO or equivalent overseeing more than \$25 billion in superannuation assets</p> <p><b>AND</b></p>	<input type="checkbox"/>
<p>Engages with investee companies or Board/members on matters of governance, strategy, and voting/stewardship.</p>	<input type="checkbox"/>

## AUSTRALIAN JUDICIARY

The nominee is:

Current member of the High Court of Australia <b>OR</b>	<input type="checkbox"/>
Chief Justice of the Federal Court of Australia <b>OR</b>	<input type="checkbox"/>
Chief Justice of a State Supreme Court <b>OR</b>	<input type="checkbox"/>
President of the Court of Appeal of a State Supreme Court.	<input type="checkbox"/>

## COMMONWEALTH GOVERNMENT

The nominee is:

CEO or Secretary of a principal Commonwealth entity (both material and small) as defined by the Australian Government Organisations Register <b>OR</b>	<input type="checkbox"/>
CEO-1 or Deputy Secretary of a principal and material Commonwealth entity. <b>OR</b>	<input type="checkbox"/>
Head of an Australian overseas mission equivalent to the level of SES Band 1/Assistant Secretary or above.	<input type="checkbox"/>

## STATE AND LOCAL GOVERNMENT

The nominee is:

CEO of a significant State-Owned Entity (SOE) or Local Government Entity who reports to a Board or Council and is fully accountable for profit and loss with either: <ul style="list-style-type: none"> <li>• managed asset value of &gt;\$2.0 bn, customer-based revenues &gt;\$200M AND employees &gt;300 <b>OR</b></li> <li>• one of top three largest SOEs/Councils for that State in size, scale, and complexity</li> </ul> <b>OR</b>	<input type="checkbox"/>
Direct report to the CEO (or an equivalent role) with line responsibility or the Chief Financial Officer of an SOE or LGE that is equivalent in size, scale and complexity to an ASX200 listed public (ie. >\$2.0 bn net assets/market value or annual revenues >\$1.5 bn) <b>OR</b>	<input type="checkbox"/>
Direct report to the CEO with functional accountability (ie. Chief Information Officer, Chief Human Resources Officer) in an SOE or LGE that is equivalent in size, scale and complexity to an ASX100 listed company or equivalent private company (ie. annual revenues > \$2bn or market value/net assets >\$5bn) <b>OR</b>	<input type="checkbox"/>
Secretary/Director General of a significant non corporate State Government entity (ie. managed net asset value of >\$2 bn, fully accountable for P&L with budget spend >\$1.0 bn AND >500 employees).	<input type="checkbox"/>

## CULTURAL AND RECREATION ORGANISATIONS

The nominee is:

CEO, or equivalent, of a cultural or recreation organisation with significant influence, reputation, size, scope and membership (if applicable). Significant organisations being defined as those organisations that are identified as leaders in their fields and which have a substantial relative impact at a National or international level (as identified by bodies such as the Australia Council for the Arts and Sports Australia)	<input type="checkbox"/>
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## NOT-FOR-PROFIT AND COMMUNITY ORGANISATIONS

The nominee is:

CEO of a Not for Profit or Community organisation which has significant State, National or international scale and/or influence/reputation (ie. revenue or cost of doing business and/or scope of impact >\$50M pa or equivalent, number of employees or clients (impact as measured by published company data).	<input type="checkbox"/>
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## ENTREPRENEUR

The nominee is:

A Founder and remained as either CEO or Executive Chair, having as an entrepreneur, taken either her own idea or with the consent of a third party, an existing idea that has been developed <b>AND</b>	<input type="checkbox"/>
<p>The organisation must have significant presence including by influence, number of employees and or number of clients and cost of doing business at either:</p> <ul style="list-style-type: none"> <li>• National or international level if corporate/commercial with more than \$50 million pa in revenues <b>OR</b></li> <li>• State level with more than \$50 million pa in scope of impact of work/cost of doing business as a Community based organisation (impact as measured by published company data).</li> </ul>	<input type="checkbox"/>

## SIGNIFICANT INFLUENCE

The nominee needs to satisfy **ALL** four criteria of the “Significant Influence” Category and is:

<p>Experience – Have extensive breadth of experience and be considered of high calibre in her community with a clear leadership contribution in her area of experience and have a clear demonstrated track record as an executive or as a leader in a position of influence.</p> <p><b>AND</b></p>	<input type="checkbox"/>
<p>Other roles – Other roles currently held and those held in the last three years that add to the individual’s significant recognition, impact, reputation, and influence including those where a significant social contribution is made.</p> <p><b>AND</b></p>	<input type="checkbox"/>
<p>Recognition – Recognition/reputation at a national or international level, such as:</p> <ul style="list-style-type: none"> <li>• profile, impact and influence beyond the location of origin (eg. national P&amp;L, national leader of a professional services sector, national leader of an industry association) <b>OR</b></li> <li>• CEO of an organisation which has some national or international significance/recognition <b>OR</b></li> <li>• recognised by awards such as an Order of Australia higher award (AC, AO), Australian of the Year award, honorary doctorate, Human Rights medal <b>OR</b></li> <li>• significant recognition/reputation and influence at a State level beyond industry or sector may be considered where all other criteria are met.</li> </ul> <p><b>AND</b></p>	<input type="checkbox"/>
<p>Broad sphere – Social influence across various realms of business and life, such as economic, cultural and political environments which empowers a broad sphere of influence (e.g. personal impact in one geographic location or State that has led to positive change or recognition in other States).</p>	<input type="checkbox"/>