



CEW MEMBER NOMINATIONS

Meet vs Does Not Meet Criteria Examples for 2026 Criteria

Summary

The CEW 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. These examples should be read in conjunction with the CEW Membership Criteria. Where someone does not meet the criteria for a specific category, consider nominating them under the Significant Influence category, if they meet those criteria.

CORPORATE

Meets Criteria:

1. Jane is the CEO of XYZ Limited, which is in the ASX300. (This company is within the ASX300 and therefore as CEO Jane meets the criteria.)
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. (This company is equivalent to an ASX300 company and therefore as CEO Jane meets the criteria.)
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. (Jane is CEO-1 of an ASX200 company and therefore she meets the criteria.)
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. (Jane is CEO-1 of an equivalent to an ASX200 company and therefore she meets the criteria.)
5. Jane is the head of HR for XYZ Ltd, an ASX200 listed company. She reports to the CEO. (Jane is CEO-1 of an ASX200 company and therefore she meets the criteria.)
6. Jane is the Australian head of XYZ Ltd, a global conglomerate. She reports to an Australian board, set the strategy and is responsible for P&L with annual turnover of \$1.7bn (XYZ's Australian operation is equivalent in turnover to an ASX200 company and Jane reports to a Board and has P&L responsibility).
7. Jane is the EGM of Australian operations, reporting to the COO of XYZ Limited, an ASX20 corporation. (Jane is CEO-2 of an ASX20 company and therefore she meets the criteria.)
8. Jane is the head of HR for the Australian operations for an ASX20 company, and reports to the chief people officer, who in turn reports to the CEO. (Jane is CEO-2 of an ASX20 company and therefore she meets the criteria.)

Does Not Meet Criteria:

1. Jane is the CEO of XYZ Limited, which is in the ASX500. (The company 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 a net asset value of \$700mn and revenue of \$300mn. (The company 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 ASX300 company. (This position does not meet the criteria for being a direct report to the CEO of an ASX200 company.)
4. Jane is head of recruitment reporting to the Chief People Officer of an international global entity with net assets of \$5bn and annual revenues of \$1bn. (This position is a CEO-2 role however the company does not meet the criteria to be for the equivalent of an ASX20 company as it does not have net assets of \$15bn or annual revenues of \$8bn.)

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 superannuation fund, with funds under management (FUM) of \$120bn. She holds no other NED roles.
3. 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.
4. Jane is the non-executive chair of XYZ, an ASX 300 equivalent company, and has a portfolio of NED roles on charities or other unlisted companies or enterprises.
5. 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.
6. 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 companies 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 Non-Executive Director of XYZ Ltd, an ASX300 listed company. She holds a portfolio of other small companies and charity NED roles. (Does not meet the criteria, as the main NED role needs to be in the ASX200, or she needs to be the chair of XYZ Ltd.)
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 companies and arts NED roles. (Does not meet the criteria for the FUM to be more than \$50bn.)

INDUSTRY OR PROFESSIONAL ASSOCIATION

Meets criteria

1. Jane is the CEO of a national professional association, representing all registered medical practitioners, with 30,000 members.
2. Jane is the CEO of the national industry body representing leading corporates in that industry and sector that also 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. (Does not meet the criteria for having national or international influence, scope and reputation.)
2. Jane is the CEO of the national industry association that only represents a small proportion of the leading companies in the relevant industry. (Does not meet the criteria for the size of the membership of the body.)

UNIVERSITIES

Meets criteria

1. Jane is the Vice Chancellor of an Australian university (e.g. 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).
3. Jane is the CFO of a large SA university and is a direct report to the vice chancellor.

Does not meet criteria

1. Jane is the Deputy VC of Torrens University, SA (does not meet the criteria of being a direct report to a VC of a G8 university).

PROFESSIONAL SERVICES

Meets criteria

1. Jane is the Managing Partner for the government services practice within XYZ consulting/law firm, and 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 diversity council of the firm.

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 founding partner and CEO of a state-based consulting practice with revenues of less than \$50m. (Does not meet the criteria of a national or global firm.)

FUNDS MANAGEMENT

Meets Criteria

1. Jane is a Senior Portfolio Manager with an \$8B listed investment company and runs a \$2.5B portfolio of international equities for the company. Jane has a long history in funds management, has worked all over the world, and represents the industry in a number of forums, providing advice to regulators on market structuring. Jane 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. Jane 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. (Does not meet the criteria for size of fund.)

AUSTRALIAN JUDICIARY

Meets criteria

1. Jane is a current Justice of the High Court.
2. Jane is the Chief Justice of the Victorian Supreme Court.

Does not meet criteria

1. Current NSW Supreme Court judge. (Does not meet the criteria of a chief justice of a state supreme court.)

COMMONWEALTH GOVERNMENT

Meets Criteria

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. (Does not meet the criteria to be a Dep Sec of a principal and material entity.)
2. 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 council 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 funding under the Creative Australia, under its Multi-year Investment Program. XYZ performs across Australia, developing new works that have been performed by other arts 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 multi-year funding from Creative Australia. 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 national charity, which is a NFP that has \$80m pa in revenue.
2. Jane is the CEO of XYZ, which is a community organisation that has revenues of \$30m pa and, as noted in their annual report, states impact reach is \$75 million in total.
3. Jane is the CEO of a national charity with an international brand/reputation and revenue >\$50m p.a (Meets criteria on revenue.)
4. Jane is CEO of a large and well-known state-based NFP with revenue of \$60mn p.a but does not have a national presence. (Meets criteria on revenue.)

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 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 that 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. (Does not meet the criteria of Founder.)
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. (Does not meet the criteria of revenue of more than \$50m.)

SIGNIFICANT INFLUENCE

Meets Criteria – note that the nominee must meet all four criteria for Significant Influence

Experience:

- 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 career has led to her having a significant profile within her industry sector (demonstrated track record as an executive in a position of influence and considered high caliber in her field).
- Jane was a former minister in the federal government. She held several senior ministerial portfolios and sat in cabinet. She has a career as an executive before entering politics. She has recently left politics and is developing her career outside politics. (Demonstrated track record at a senior level as a person of influence.)

Other roles

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. (Demonstrates other role with influence and social contribution.)

- Post politics, Jane has taken on several NFP board roles in community and arts organisations. (Demonstrates other roles of influence with a social contribution.)

Recognition

- 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. Industry people and government ministers consider her as one of the key 'go-to' people in her industry. (Demonstrates profile impact and recognition at a national level.)
- 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. (Demonstrates recognition through national award and influence.)

Broad Sphere

- Jane's appearance in national media has led to appearances at international conferences and speaking roles across events in a variety of industries. (Demonstrates social influence across various economic environments in business.)
- Jane's overseas lobbying for her industry has led to increased economic benefits for her state due to demonstrated increased business. (Demonstrated impact from overseas to her own state.)

Does not meet criteria

Experience

- Jane has recently become a mid-level executive of company 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. She is yet to fully establish herself at the executive level. (Does not demonstrate the extensive breadth of experience or track record as an executive or as a leader in a position of influence.)

Other Roles

- Jane has had another less senior role in a similar company over the past three years. (Does not demonstrate other roles that add to her significant recognition, impact or reputation or where a significant social contribution has been made.)

Recognition

- Jane has 10,000 connections on LinkedIn (social media following does not demonstrate national or international profile or impact).
- Jane is recognised as a go-getter within her company and has won an internal company employee award (internal company standing or awards do not demonstrate Jane's social impact and recognition outside her company).

Breadth of experience

- Jane is a senior executive within her company and has always worked within this industry. She has taken on no outside roles, as she has progressed her career. (Does not demonstrate her social influence across various realms of business and life.)

If you are unsure whether your Nominee meets the criteria for the category which you would like to nominate them, please reach out to our Membership Committee via membership@cew.org.au