

Director Skills & Experience Matrix Chimin Sam

Qualifications / Experience

Employed by RBA <i>Please answer yes or no</i>	No
Current positions <i>Please provide position title & employer</i>	Head of Infrastructure, TCorp (NSW Treasury Corporation), responsible for determining investment strategy, deploying capital and managing infrastructure, real assets and private markets investments for the \$110+ billion NSW government sovereign investor
Qualifications <i>Please list all relevant qualifications</i>	<ul style="list-style-type: none"> • Company Directors Course, Australian Institute of Company Directors • Master of Finance (Investment Banking) with Distinction, INSEAD (MBA with finance focus) • Chartered Financial Analyst, CFA Institute • Chartered Accountant, Chartered Accountants Australia and New Zealand • Bachelor of Laws, University of New South Wales • Bachelor of Commerce with Merit, University of New South Wales
Other Board Experience <i>Please give details of other Board experience</i>	No prior board experience, although experience on finance, investment, project, strategy and investor advisory committees
Unique Value <i>Please give details of unique value you could provide to the Board of the RBHS</i>	<ul style="list-style-type: none"> • Experience developing, evaluating and implementing corporate and investment strategies, having advised clients across a broad range of sectors (whilst at institutions such as Macquarie Group), supporting identification and evaluation of RBHS strategic options • Brings to board decision making the ability to critically assess business plans, value drivers, risks and financial viability and to make recommendations on appropriate capital allocation to deliver optimal value to RBHS members • Experience managing global investment portfolios, supporting evaluation of the investment of RBHS funds and, consequently, the delivery of premiums to RBHS members that are as competitive as possible, whilst balancing strategic objectives of delivering superior health benefits, a breadth of health service providers and hospitals and high quality service to RBHS members • No previous roles at Reserve Bank of Australia, which may enable different perspectives (whilst still aligned as a RBHS member)

Prudential requirements relating to Board composition:

CPS 510 Governance

- The Board must ensure that directors and senior management of the APRA regulated institution, collectively, have the full range of skills needed for the effective and prudent operation of the institution, and that each director has skills that allow them to make an effective contribution to Board deliberations and processes. This includes the requirement for directors, collectively, to have the necessary skills, knowledge and experience to understand the risks of the institution, including its legal and prudential obligations, and to ensure that the January 2015 CPS 510 - 6 institution is managed in an appropriate way taking into account these risks. This does not preclude the Board from supplementing its skills and knowledge by engaging external consultants and experts.
- The Board must have a majority of independent directors at all times.
- The chair of the Board, Audit Committee and Risk Committee must be independent Directors

Skills Assessment

Please use these ratings when completing your self-assessment:

Rating	Description
1	Having formal qualifications or having had senior management functional responsibility for the relevant area of focus
2	Having good working knowledge and / or frequent practical exposure to the relevant area of focus
3	Some working knowledge and / or limited practical exposure to the relevant area of focus
4	N/A (not yet exposed)

* It is not expected that any individual director will have exposure to all skills listed above.

Industry Specific

Skill	Rating
PHI Regulations	4
PHI Operations	4

Strategic

Skill	Rating
Strategy Development & Execution	1
Digital	4
Technology	4
Mergers and Acquisitions	1
Customer Engagement	3

Governance & Risk

Skill	Rating
Legal	2
Accounting / Financial Management / Audit	2
Regulatory engagement within industry (APRA)	3
Other regulatory experience	2
Investment	1
People & Culture	2
Business Management	2

Explanation of Terms

	Description of desired experience / capability
Strategy Development & Execution	Experience in the processes for developing strategic plans and implementation plans, including the identification and assessment of different strategic options, risks, course of action, and the appropriate allocation of resources to support strategic objectives.
Digital	One or more of the following: <ul style="list-style-type: none"> - Developing and implementing strategies with respect to digital engagement and fulfilment strategy that supports overall corporate objectives and vision - Dealing with evolving digital technology and associated customer implications - Leveraging data / analytics to drive business improvement and efficiencies
Technology	One or more of the following: <ul style="list-style-type: none"> - Developing and implementing strategies with respect to technology strategy that supports overall corporate objectives and vision. - Capacity to manage significant organisational and IT architectural change - Capacity to contribute to the selection and implementation of enterprise-wide information technology systems - Technical experience in areas such as cyber security, network protocols, systems architecture, cloud computing
Customer Engagement	Developing strategies and operational requirements with respect to one or more of the following: <ul style="list-style-type: none"> - Programmes to transform the customer experience and maximise customer engagement - Establishing frameworks to deliver continuous improvement in the customer experience, products and processes - Customer focused marketing approaches across a range of channels and segments - Branding - Product Development - Organisational design and cultural attributes which increase customer (and employee) engagement
Legal	Having expertise in the legal responsibilities of directors and the identification and management of legal risk generally.
Regulatory engagement within industry (APRA)	<ul style="list-style-type: none"> - Management of APRA relationship at a senior management level or Chairperson level - Broad familiarity with prudential regime
Other regulatory engagement (outside of industry)	Experience in dealing with regulators, lobbying / representing the position of an entity or industry
People & Culture	Development of people management strategies and operational requirements, including the attraction and retention of employees, appropriate remuneration incentives, cultural frameworks to drive increased performance and engagement
Business Management	Having run a business or significant business line 'end to end' or having general management experience at a senior level requiring a holistic view of business and business acumen.