



CGF GROUP APPOINTMENTS POLICY

1. PURPOSE:

- 1.1. Across the CGF Group, there is an extensive governance structure in place that oversees, guides, and supports a broad range of activities.
- 1.2. In addition to the individuals elected to positions by CGAs there are appointed positions across the governance structure.
- 1.3. The total number of appointed positions is greater than the total number of elected positions and significant decision-making authority is delegated to and vested in appointed individuals.
- 1.4. It is critical that appointed individuals:
 - 1.4.1 bring appropriate skills and experience and desirable personal attributes suitable to their positions,
 - 1.4.2 represent the interests and regions of the CGF,
 - 1.4.3 support the culture, goals, and ethical standards of the CGF and Commonwealth Sports Movement.
- 1.5. The process for making appointments must be formal, transparent and rigorous. This means establishing procedures and creating evidence of a sound due diligence process for making objective appointments.
- 1.6. To this end, this Policy is intended to ensure there is a robust, open, and transparent process for nominating and appointing individuals to appointed positions across the governance structure.

2 DEFINITIONS

- 2.1 “Appointment” means an appointment to a Board or Commission within the CGF Group and includes an election to a position on a Board or Commission other than a position elected by CGAs.
- 2.2 “CGAs” means Commonwealth Games Associations.
- 2.3 “CGF” means the Commonwealth Games Federation.
- 2.4 “CGF Group” means the Commonwealth Games Federation and its subsidiaries and associated companies.
- 2.5 “Commission” includes a committee or task force.
- 2.6 “Governance and Integrity Committee” means the committee established by the Executive Board of the CGF.
- 2.7 “Policy” means this CGF Appointments Policy as amended from time to time.

3 OWNERSHIP AND RESPONSIBILITY

- 3.1 The implementation and oversight of this Policy falls within the remit of the Governance and Integrity Committee whose responsibilities are administratively supported by designated Management.



4 SCOPE

- 4.1 This Policy applies to the CGF Group whenever an appointment is to be made to a Board or Commission within the CGF Group.

5 REQUIREMENTS

- 5.1 The Executive Board shall ensure that for each Board and Commission within the CGF Group:
- 5.1.1 a competency matrix is developed and maintained;
 - 5.1.2 diversity requirements are established to guide composition; and
 - 5.1.3 any applicable representational requirements are identified.
- 5.2 Where an appointment is to be made, the Governance and Integrity Committee shall establish competency requirements for the position to be filled, based on the gaps in the applicable competency matrix and with input from:
- 5.2.1 the Executive Board, in the case of an appointment to the Executive Board or a CGF Commission;
 - 5.2.2 the relevant Commission, in the case of an appointment to a CGF Commission;
 - 5.2.2 the Executive Board and the Board of the relevant subsidiary or associated company, in the case of an appointment to a Board or Commission in a subsidiary or associated company.
- 5.3 Appointed individuals must have enough time to devote to the position and must possess the ability and willingness to add value to the work of the Board or Commission to which they are appointed.
- 5.4 Appointments must be based on the requirements established under Article 5.1 and on merit and must be made in the best interest of the CGF Group. Nepotism and cronyism must be avoided.
- 5.5 In order to develop a broader pool of candidates for appointment, primarily from across the Commonwealth, the Governance and Integrity Committee may make recommendations on leadership development and/or recruitment programs as it sees fit.
- 5.6 Where appropriate for senior positions, and if approved by the Executive Board, an independent search firm or consultant may be engaged to assist in or conduct the search for suitable candidates.

6 NOMINATION PROCESS

- 6.1 Where an appointment is to be made, the Governance and Integrity Committee shall invite nominations from the Executive Board, CGAs and other sources as determined to ensure as broad a pool of potential candidates as possible across the Commonwealth Sports Movement.



- 6.2 The invitation shall include the following information:
 - 6.2.1 the position to be filled;
 - 6.2.2 the competency requirements for the position;
 - 6.2.3 any other requirements applicable to the position such as diversity, independence or representational requirements;
 - 6.2.4 an estimate of the time commitment expected;
 - 6.2.5 whether overseas or long-distance travel is required and the frequency of such travel;
 - 6.2.6 particulars of when, how and to whom applications should be submitted.

7 APPOINTMENT PROCESS

- 7.1 Nominations shall be submitted to the CGF Executive Office and shall be forwarded to the Governance and Integrity Committee which shall agree a short-list of the most suitable candidates mapped against the requirements of the position, indicating relative strengths and weaknesses. This information shall be presented to the CGF President and the Chair of the relevant Commission or subsidiary or associated company .
- 7.2 The CGF President and the Chair of the relevant Commission or subsidiary or associated company shall ensure that interviews with the short-listed candidates are conducted by a suitable interview panel, if appropriate.
- 7.3 The Executive Board shall in all cases, and the Board of the relevant subsidiary or associated company shall in the case of appointments relating to these entities, approve recommendations for appointment by the interview panel.
- 7.4 A letter of appointment setting out all relevant details of the appointment shall be delivered to the individual appointed.

8 EXCEPTIONS

- 8.1 For the avoidance of doubt, this Policy does not apply to:
 - 8.1.1 any positions elected by CGAs; or
 - 8.1.2 Management, staff or contract positions.

Approved by the CGF Executive Board on 21 June 2019.