

Directors' skills and experience at 1 September 2022

(9 Directors and 5 Alternate Directors)

Competency	Description	Mean rating (1 - 4)
Leadership and Business Acumen	Skills and experience including but not limited to the following <ul style="list-style-type: none"> • in strategic and business planning • in executive leadership • in making informed decisions in a commercial context • in project management; and • in business development and marketing 	3.9
Investment	Skills and experience including but not limited to the following <ul style="list-style-type: none"> • in investment concepts and principles • in analysing economic data and financial markets • in the development of investment strategies • in unit pricing/crediting rate methodologies • in monitoring investment performance/liquidity management • in due diligence with investments • in managing counterparty risk • in dealing with asset consultants and custodial arrangements • in environmental, social and governance (ESG) principles 	2.4
Accounting and Finance	Skills and experience including but not limited to the following <ul style="list-style-type: none"> • in accounting and financial control • in relation to financial audits • in the analysis and interpretation of financial statements • in relation to taxation matters • in relation to the development and oversight of budget processes 	2.7
Risk Management	Skills and experience including but not limited to the following <ul style="list-style-type: none"> • in developing and monitoring risk management frameworks, including the risk appetite statement • in identifying emerging risks, including fraud • in evaluating risk mitigation strategies and controls, including managing the risk of fraud 	2.5
Governance and organisational skills	Skills and experience including but not limited to the following <ul style="list-style-type: none"> • on Boards, committees or other governing bodies • in developing corporate governance frameworks, policies and processes • in identifying and managing conflicts of interest or duty • in company secretarial positions • in managing human resources • in corporate governance advisory roles 	3.2
Superannuation and financial services law	Skills and experience including but not limited to the following <ul style="list-style-type: none"> • of the superannuation industry • in understanding and operating within the legal and regulatory framework applicable to the financial services and superannuation industries and to the operations of a superannuation trustee organization generally • in the oversight of compliance breach management and reporting processes • in dealing with independent legal advisers 	1.8
Fund operations and administration	Skills and experience including but not limited to the following <ul style="list-style-type: none"> • of the benefits and services offered by the Fund • in managing outsourced providers • in systems and processes, including for maintaining member records and data and for maintaining business continuity and achieving disaster recovery • in member disclosure and reporting • in disputes handling 	2.3
Insurance	Skills and experience including but not limited to the following <ul style="list-style-type: none"> • dealing with insurers and claims handling 	1.8
Strategic planning	Skills and experience including but not limited to the following <ul style="list-style-type: none"> • in developing medium and longer term goals and strategic outcomes (separate from day-to-day management and operational experience) 	3.9
Marketing and business development	Skills and experience including but not limited to the following <ul style="list-style-type: none"> • in developing communications and marketing strategies • in developing retention and/or growth strategies • in technology and digital communication 	3.3
Overall Average:	Competencies Average (Mean)	2.8

Skills Matrix - criteria for assessing the skills/experience of Responsible Persons		
Score	Rating	Description
4	Expert	The Responsible Person has: <ul style="list-style-type: none"> • extensive recent or current relevant experience gained over 7 or more years at a senior management level; or • a degree, diploma or equivalent professional qualification relating to the relevant skill or competency and extensive recent or current relevant experience gained over 3 years at a senior management level.
3	Experienced	The Responsible Person has recent or current relevant experience gained over 3 years, and can professionally apply the skill or competency in complex situations. Does not necessarily hold formal qualifications relating to the relevant skill or competency.
2	Working knowledge	The Responsible Person has undertaken training in relation to the relevant skill or competency (for example, through professional development, industry conferences, seminars, Trustee training programs) and has sufficient working knowledge and understanding to apply the skill or competency.
1	Basic	The Responsible Person has an awareness or basic understanding of the relevant skill or competency and can apply it in less complex situations.

Gender	
Male	13
Female	1

Age	
Under 45	0
45 - 60	6
61 - 70	8
Over 70	0

Tenure (years)	
1 - 4	5
5 - 8	7
9 - 12	0
12 or more	2