

Board Skills Matrix

30 June 2024

The Board Skills Matrix represents the key skills and experience that the Board is looking to achieve in its membership. Director skills are reviewed annually against the skill domains, and the diagrams below depict the collective experience and skill levels of the Directors on the Board as at 30 June 2024. These skills levels are determined by a combination of individual self-assessment and collective recalibration and are approved by the Board.

For each of the skill domains, Directors are rated as having either:

- In depth knowledge (Level 3)
- Sound working knowledge (Level 2)
- Basic knowledge (Level 1)

Skill domain	Brief description	Collective skills on the Board in relation to each skill domain
Leadership & Culture	Skills and experience gained in senior leadership or Non-Executive Director roles, including running complex businesses, setting and executing against strategic direction, managing complex projects and change, and leading workplace culture.	
Profit for Member Model	Understanding of 'profit for member' model and Trustee fiduciary duties, with an ability to apply a 'member first' lens to all decision making.	
Financial Services Acumen	Experience and knowledge of financial services industry, in particular in superannuation and investments. Understanding of the regulatory context and economic drivers at an entity and industry level.	
Investment	Understanding of investments including asset classes, investment strategy, portfolio construction, investment operations, and investment risk management and compliance obligations. Ability to bring global investments perspective or experience.	
Financial Management	Ability to understand financial statements and drivers of financial performance. Ability to assess effectiveness of financial controls. Understanding of accounting standards, taxation and audit requirements in relevant jurisdictions.	
Risk, Compliance & Governance	Understanding of the design and application of risk, compliance, governance and conflicts management frameworks (including risk appetite) and knowledge of regulatory requirements. Ability to identify, assess and manage a broad range of material risks including; financial; operational; compliance; market; ESG; technology (cyber and digital disruption); governance; and change risks. Understanding of global regulatory compliance environment.	
People & Remuneration	Knowledge and experience in Board and Committee nominations, setting remuneration frameworks, building workforce capability and promoting diversity and inclusion.	
Technology & Digital	Sound knowledge of key technology architectures, services, operations, platforms and applications, as well as emerging technologies, digital disruption and market trends. A more detailed view of key technology risks, including security vulnerabilities, threats and technology related regulatory requirements.	
Member Experience & Strategy	Understanding of member and employer-sponsor needs. Experience and expertise in product design, branding, marketing and distribution (advice) and associated regulatory/conduct issues.	
Superannuation Administration	Understanding of member administration and experience overseeing internal or outsourced service delivery. Experience and understanding of the life insurance industry and products (including Death, TPD, Income Protection).	

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