

Directors' skills and experience matrix



Skills and experience	Directors with expertise and/or relevant industry experience
Investment <ul style="list-style-type: none"> investment concepts and principles investment strategy and portfolio construction monitoring investment performance analysis of economic data and financial markets dealing with asset consultants and custodians counterparty risk liquidity management investment due diligence. 	7 directors (63%)
Super and financial services <ul style="list-style-type: none"> super industry knowledge and SIS covenants general super law knowledge ie fiduciary obligations, SIS covenants and trust law knowledge of financial services – law and industry. 	11 directors (100%)

Skills and experience	Directors with expertise and/or relevant industry experience
Governance and compliance <ul style="list-style-type: none"> director and officer – knowledge of duties and practical experience compliance obligations and procedures (including breach management, complaints, and statutory reporting) governance frameworks and policies oversight and supervision on governing bodies (eg boards and committees). 	11 directors (100%)
Conflicts of interest <ul style="list-style-type: none"> understanding personal obligations under the <i>Corporations Act</i> as an officer of a company including civil and criminal penalties related to this and prudential requirements in relation to conflicts strong understanding of conflicts of duties in relation external director commitments against existing role and in relation to intra-companies conflicts of interest management of incidents, breaches and complaints and engaging line 2 to conduct investigations to avoid conflicts of interest. 	11 directors (100%)

Skills and experience	Directors with expertise and/or relevant industry experience
Business cumen <ul style="list-style-type: none"> • strategic planning • financial literacy, accounting, tax, auditing, budgeting and financial controls • managing a business/corporation including understanding the legal obligations of a company • executive leadership • ability to make informed decisions in a commercial environment • management of human resources and workforce planning • project management (including implementing organisational change) • business development and marketing • technology and digital communication • crisis management skills. 	10 directors (90.9%)
Fund operations/administration <ul style="list-style-type: none"> • knowledge of the benefits and services offered by Spirit Super • systems and processes (eg unit pricing/crediting rates, member records and data) • member disclosure and reporting • business continuity and disaster recovery. 	10 directors (90.9%)
Insurance <ul style="list-style-type: none"> • understanding group life insurance benefits within super • insurance claims handling and processes and obligations to members related to insurance • knowledge and understanding of Spirit Super's <i>Insurance management framework</i> and strategy. 	8 directors (73%)

Skills and experience	Directors with expertise and/or relevant industry experience
Risk and three lines of defence <ul style="list-style-type: none"> • understanding of role of internal audit in relation to the prudential standards and the conflicts of interest in relation to internal audit scope • strong understanding of need for separation of duties within operational business units and appropriate sign off including assurance mapping for the purpose of the <i>Annual risk declaration matrix</i> and responsibilities for committee and board reporting • risk management (including developing and monitoring frameworks, identifying emerging risks and evaluating mitigation strategies and controls) • demonstrated experience with implementing and developing a strong risk culture for an organisation. 	9 directors (82%)
Diversity of the board (as at 30 June 2021)	
Gender 54% female 46% male	
Tenure 0-3 years: 2 (18%) 3-6 years: 4 (36%) 6-9 years: 2 (18%) 9-12 years: 3 (28%)	