

MTAA Super – Directors’ Skills and Experience Matrix (as at September 2020)

Skills and Experience	Directors with expertise and/or relevant industry experience
<p>Investment</p> <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 	8 Directors (88%)
<p>Governance – Superannuation and Financial Services</p> <ul style="list-style-type: none"> • Superannuation industry knowledge • Superannuation law knowledge (fiduciary obligations, SIS covenants and trust law) • Knowledge of financial services law and industry 	9 Directors (100%)
<p>Governance – Corporate</p> <ul style="list-style-type: none"> • Risk management (including developing and monitoring frameworks, identifying emerging risks and evaluating mitigation strategies and controls) • Director and Officer – knowledge of duties and practical experience • Conflicts Management • Compliance obligations and procedures (including breach management and statutory reporting) 	9 Directors (100%)

- Governance frameworks and policies (including company secretariat)
- Oversight and supervision on governing bodies

Business Acumen

9 Directors (100%)

- Strategic planning
- Financial literacy, accounting , tax, auditing, budgeting and financial controls
- Managing a business/corporation including understanding the legal obligations of a company
- Legal, including dealing with independent advisers
- 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

Fund Operations/Administration

8 Directors (88%)

- Knowledge of the benefits and services offered by the Fund
- Managing outsourced arrangements
- Systems and processes (eg. unit pricing/crediting rates, member records and data)
- Member disclosure and reporting
- Business continuity and disaster recovery

Insurance in Superannuation

6 Directors (67%)

- Understanding group life insurance benefits within superannuation
- Insurance claims handling and processes and obligations to members related to insurance
- Knowledge and understanding of the Fund's Insurance Management Framework and Strategy.

Chairperson Skills & Experience

9 Directors (100%)

- Leadership skills (tact, diplomacy, sensitivity) in chairing with clarity of purpose, encouraging open debate and challenge
- Non-executive director experience in chairing other Boards/Committees
- Communication skills – with stakeholders & staff, setting the tone from the top, and together with the Executive being the public face of the Fund
- Stakeholder management skills: ability to reconcile opposing views & conflict within the Board & between the Board & management by liaising with the CEO as the primary contact between the Board & management
- Governance skills: understanding the different roles, legal responsibilities and liabilities of the Chair, Board, Committees, CEO, Company Secretary and Management in meeting the Fund's strategic objectives

Diversity of the Board (as at 30 June 2020)

Gender

44% female

Tenure:

0 - 3 years: 2 (22%)

3 - 6 years: 2 (22%)

6 - 9 years: 3 (33%)

9 -12 years: 2 (22%)