

Board skills matrix

(prepared as at 1 July 2019)

The Board has identified the skills, experience and qualities needed to ensure proper and effective oversight of the business, now and into the future.

The Board ensures that Directors collectively have the requisite mix of skills, experience, expertise and diversity.

The Board has identified the core competencies which are required of all Directors, as well as collective competencies which the Board has identified are desirable to be held collectively across the Board as a whole.

This Board skills matrix sets out the skills and relevant experience, collective competency and diversity of the Board.

The Board seeks to maintain a balance between longer serving Directors with extensive experience of legalsuper's business and development and new Directors who bring a fresh perspective.

Board members include individuals who are directors of other companies with broad experience and skills across many business areas.

The collective skills, experience and diversity of the Board is disclosed annually on legalsuper's website.

A regular assessment of Director skills is undertaken, including when planning professional development, succession planning and each time a new Director is appointed, so that a view of collective skills can be maintained.

The following ratings have been used to evaluate competencies:

0 = 'Nil'

1 = 'Basic'

2 = 'Good'

3 = 'Expert'

Competencies

Rating

Core competencies:

- Superannuation and/or financial services Good
- Financial literacy Good
- Governance & trusteeship Good/Expert
- Board or Committee experience Good/Expert

Core attributes:

- Integrity & judgement Good/Expert
- Think critically & strategically Good/Expert
- Strong interpersonal skills & collaboration Good/Expert
- Effective listener, communicator & contributor Good/Expert

Collective competencies:

- Executive management & leadership Good
- Investment Basic/Good
- Strategic business planning Good
- Information technology Basic
- Human resources Good
- Marketing & communications Basic
- Risk management Good
- Taxation Basic/Good
- Legal, regulatory & compliance Good/Expert

Core competencies of Chairs:

- Demonstrates leadership Expert
- Engages with Directors & Stakeholders Expert
- Chairs meetings effectively Expert
- Acumen Expert

Competencies	Rating
Board diversity	

40% of Directors are female and 60% are male.