

Board Skills Matrix 2025		
Area	Skill	Experience
Superannuation / Financial Institution Sector Skills	Investment Experience & Capabilities	Developing
	Policy & Regulator Exposure	Proficient
	Regulatory Capital and Asset Liability Management	Developing
	Product Management, Design & Distribution	Proficient
	Operational Risk	Proficient
	Insurance	Developing
	Superannuation and Retirement	Developing
	Real Estate Industry	Proficient
Professional Skills	Corporate Governance	Proficient
	Financial Management and Accounting	Proficient
	Audit	Proficient
	Risk Management	Proficient
	Law	Developing
	Marketing and Communication	Developing
	Digital Strategy and Assurance	Developing
Contemporary Business Skills	People and Culture	Developing
	Business Acumen	Proficient
	Strategic Leadership and Management	Proficient
	Innovation and Transformation	Proficient
	Stakeholder and Community Engagement	Proficient
Environmental, Social and Governance	Climate Change and Extreme Events	Developing
	Sustainability	Foundational
	Diversity, Equity and Inclusion	Proficient
	Modern Slavery	Developing
	Aboriginal and Torres Strait Islanders	Developing Foundational
	Other Minority, Vulnerable Groups	Foundational



Response Key

75% - 100%: Developing Advanced

50% - 74%: Proficient

25% - 49%: Developing Proficient

20% - 24%: Foundational

0% - 19%: Developing Foundational

Responses collated and originally presented by Fi Mercer, GovernWith.