

## **Sunsuper Pty Ltd**

ABN: 88 010 720 840

AFSL No: 228975

RSE Licence No: L0000291

RSE Registration No: R1000337

Sunsuper Pty Ltd  
Sunsuper Superannuation Fund  
Sunsuper Financial Services Pty Ltd  
Sunsuper Pooled Superannuation Trust  
Precision Administration Services Pty Ltd

---

# **Corporate Governance Statement**

---

**January 2019**

**Index**

1.	Structure .....	3
2.	Background .....	3
3.	Principles.....	3
4.	Board Responsibilities .....	3
5.	Board Structure .....	4
6.	Appointment of Directors.....	4
7.	Director Independence .....	5
8.	Meetings of the Board.....	5
9.	Training and Advice .....	5
10.	Board Performance .....	5
11.	Board Remuneration .....	6
12.	Resolution of Disputes .....	6
13.	Access to Information.....	6
14.	Committees of the Board .....	7
	14.1 Investment Committee .....	7
	14.2 Audit, Compliance and Risk Management Committee.....	7
	14.3 Nominations and Remuneration Committee.....	8
	14.4 Claims Committee.....	9
	14.5 Successor Fund Transfer Committee.....	9
15.	Code of Conduct and Ethics .....	9
16.	Board Policies.....	10
17.	Conflicts of Interest.....	10
18.	Investment Manager Oversight .....	10
19.	Proxy Voting Policy .....	10
20.	Financial Reporting.....	11
21.	Auditor Independence .....	11
22.	Risk Management.....	11
23.	Legal and Compliance .....	12
24.	Internal Audit and Assurance.....	13
25.	Member Communications .....	13
26.	Other Policies .....	13
27.	Technical .....	13

## 1. Structure

Sunsuper Pty Ltd is the trustee of the Sunsuper Superannuation Fund (the Fund) and is licensed by the Australian Prudential Regulation Authority (APRA) under a Registrable Superannuation Entity (RSE) licence and holds an Australian Financial Services Licence (AFSL). The Sunsuper Superannuation Fund is a regulated superannuation fund registered by APRA as a registrable superannuation entity. It also has an APRA authorised MySuper product. The trustee is responsible for managing the Fund, ensuring that it operates the fund in the best interests of all members and complies with all relevant legal requirements. The trustee is also responsible for:

- Managing the Sunsuper Pooled Superannuation Trust (PST) which is a separate superannuation trust of which the Sunsuper Superannuation Fund is a member; and
- A wholly owned investment vehicle, Sunsuper Infrastructure Trust 3.

Sunsuper Pty Ltd, on behalf of the Sunsuper Superannuation Fund, is the sole investor in Sunsuper Financial Services Pty Ltd, which provides for the delivery of relevant, accessible and affordable financial advice to members, and Precision Administration Services Pty Ltd, which provides administration services to the Fund.

The governance practices outlined in this Corporate Governance Statement apply to the entities mentioned above which are collectively referred to as 'Sunsuper'.

## 2. Background

Sunsuper is a strong advocate of good corporate governance, not only within its own operations, but within those of its external service providers and the entities in which it invests its members' funds. Where appropriate, we strive to adopt the corporate governance standards that have been recognised within the Australian superannuation and financial services industries. We have invested significant time and energy in the area of corporate governance and will continue to monitor and update our practices in accordance with industry standards and regulatory requirements.

We know that sound corporate governance practices are essential in order to protect our members' interests, achieve our business objectives, meet our legal and regulatory obligations, discharge the responsibilities of the Board of Directors and manage the growing size and complexity of our operations.

## 3. Principles

Sunsuper is committed to acting in members' best interests as a 'profit for members' superannuation fund. We believe good corporate governance is necessary to achieve this objective and is simply good business practice.

In formulating these corporate governance practices, Sunsuper has referred to the standards and guidance that have been established and promulgated by various regulators, standards setting bodies and industry associations, including the ASX Corporate Governance Council, Standards Australia, the Australian Council of Super Investors (ACSI) and the Australian Institute of Superannuation Trustees.

We know corporate governance is not a "one size fits all" concept and so we use and apply policies and practices for particular circumstances.

## 4. Board Responsibilities

The Board of Sunsuper Pty Ltd is responsible for the overall governance and strategic direction of Sunsuper, with the aim of protecting and enhancing the interests of its members, taking into account the interests of other stakeholders including employees, suppliers and the wider community.

The Board Charter clearly establishes the relationship between the Board and management and describes their respective roles and responsibilities.

The Board is responsible for setting corporate strategy, providing leadership, establishing organisational and management's performance objectives and monitoring their achievement, monitoring capital management, ratifying systems of risk management and internal control and appointing the Chief Executive Officer.

The Board's role does not involve the day-to-day management of Sunsuper, which has been delegated to management. The Chief Executive Officer is responsible to the Board for the day-to-day management of Sunsuper.

## 5. Board Structure

The Board is comprised of not more than 9 non-executive directors, including the Chair. The names of the Directors, the year of their initial appointment and the year of expiry of their current terms are set out below:

<b>Name</b>	<b>Initial Year of Appointment</b>	<b>Current Term Ends</b>
Benjamin Swan	2013	2019*
Elizabeth Hallett	2014	2021*
Jennifer Mack	2015	2021*
Andrew Fraser (Chair)	2015	2020*
Michael Traill	2015	2021*
Roslyn McLennan	2015	2021*
Michael Clifford (Deputy Chair)	2016	2022*
Professor Mark Harvey	2016	2019*
Georgina Williams	2018	2021*

\* Eligible for reappointment at conclusion of current term as a Director.

## 6. Appointment of Directors

The size and composition of the Board is determined by the application of the rules in the Constitution in relation to the required number of employer representative and member representative directors and the ability to appoint up to three (3) independent directors.

The Chief Executive Officer and the members of the senior management team shall not be members of the Board.

In accordance with the target arrangement set out in the rules in the Constitution, the Board is currently comprised of nine (9) directors made up of:

- Three (3) employer representative directors;
- Three (3) member representative directors; and
- Three (3) independent directors.

The employer and member representative directors are appointed by the employer and union sponsoring bodies of Sunsuper. The independent directors are appointed by the Board, after consultation with the Directors, and on the recommendation of all of the employer representative and member representative directors of the Board.

The Board seeks to achieve gender, geographical, age and other diversity in its membership.

Sunsuper is constituted so that no financial benefit accrues to the appointing union or employer sponsoring bodies, other than the recovery of a proportion of the salary costs they pay to an appointed director.

The Chair and Deputy Chair of the Board are appointed by the Board, after consultation with the Directors, and on the recommendation of all of the employer representative and member representative directors of the Board.

Further detail in relation to the nomination and appointment process for directors is in the Board Appointment and Renewal Policy. The Policy also describes the process to be applied to ensure the Board will renew itself in order to remain open to new ideas and independent thinking, while retaining adequate expertise.

In recognition of the fact that the Board must prudently manage the risk that persons acting as directors and other key executive roles who are not fit and proper pose to the interests and reasonable expectations of beneficiaries of the Fund, the financial position of the Fund and Sunsuper or in relation

to other relevant prudential matters, every director and other responsible person at Sunsuper must meet the fit and proper standard. The Board's Fit and Proper Policy sets out the framework for ensuring that the fitness and propriety of these key individuals is maintained at all times and what the process is to be undertaken when a person previously assessed as fit and proper may no longer meet the fit and proper standard.

## **7. Director Independence**

The Board can have up to three (3) independent directors. In this context the test as to whether a Director can qualify as an independent director is determined under the *Superannuation Industry (Supervision) Act 1993* and the APRA Prudential Standards.

Separately to this, the Board requires that all members of the Board must be independent of management and all members must be non-executives. The independence of each director is considered by the Board.

For the purposes of this Corporate Governance Statement, a director is independent if the director is a director who is independent of management and free of any business relationship or other relationship that could materially interfere with, or could reasonably be perceived to materially interfere with, the exercise of their unfettered and independent judgement. A relationship is "material" if, in the judgment of the Board, it would interfere with the director's independent judgment.

Directors are expected to bring independent views and judgement to the Board's deliberations, and must exercise their powers and discharge their duties in good faith, in the best interests of the members.

The Board annually reviews the position and associations of each of the Directors to determine their independence, and discloses such determinations in its annual report.

## **8. Meetings of the Board**

The Board meets at least seven times a year, and at other times as required. Senior management attend and make presentations at Board meetings as appropriate and are available for questioning by the Directors.

Periodically, the Board holds strategic planning sessions with management at which time Sunsuper's strategic plans as a whole are presented and approved.

The Board Charter and Code of Conduct include the Board's expectations in relation to the attendance by directors and conduct at Board meetings.

## **9. Training and Advice**

In view of the increasing complexity of the superannuation and investment management industries, it is imperative the Board maintain a good level of understanding of all relevant issues and practices.

To ensure the Directors have and maintain a level of knowledge to enable them to effectively discharge their responsibilities, an induction and on-going learning and development program has been implemented.

In addition, each director may obtain independent advice to assist them in the proper exercise of their powers and discharge of duties as a director or as a member of a Board subcommittee. Sunsuper will reimburse the Director for any reasonable expense of obtaining such advice in accordance with the Reimbursement of Director Professional Advice Expenses Protocol.

The Fit and Proper Policy sets out the Board's expectations in relation to ongoing training, learning and development.

## **10. Board Performance**

The Board has implemented a process for the annual review and evaluation of its performance and the performance of its committees, individual directors and key executives. The Board will obtain external

evaluation as required and at least every three (3) years in respect of the directors. The process is described in more detail in the Board Appointment and Renewal Policy. The process must ensure that the fitness and propriety of the directors and other key executives are assessed annually.

#### **11. Board Remuneration**

Director remuneration consists of Board and committee fees, superannuation guarantee contributions and the reimbursement of reasonable expenses. The fees reflect the demands on and responsibilities of those directors.

#### **12. Resolution of Disputes**

The Constitution sets out the process and timeframes to be followed in relation to the nomination, appointment and removal of a Director and in particular how to deal with concerns relating to the fitness and propriety of a Director and nominees for appointment as Directors (Articles 9.2 and 9.2A).

The Board Appointment and Renewal Policy sets out further detail around the process and timeframes to be followed where the fitness and propriety of a Director or a nominee to become a Director is concerned.

The Board Appointment and Renewal Policy also sets out the role of the Nominations and Remuneration Committee in making a recommendation to the Board about whether it is appropriate for a Director to be reappointed at the end of their term.

From time to time a dispute may arise in relation to the nomination, appointment, re-appointment or removal of a Director (separately to the question of fitness and propriety).

Where this is the case and the issue is not one to be determined according to the process set out in Article 9.2 of the Constitution or the Board Appointment and Renewal Policy, the matter will in the first instance be referred to the Chair and the Deputy Chair for consideration. The Chair and the Deputy Chair will meet and make such inquiries as they determine appropriate with a view to recommending to the Board an appropriate course of action, having regard to members' best interests, the rights of the Sponsors in the Constitution and any other matter they consider necessary and appropriate.

Where the Chair and Deputy Chair consider that the matter would best be considered by the Nominations and Remuneration Committee because, for example, the Chair or Deputy Chair are the subject of the dispute, are otherwise conflicted or not able to reach agreement on the recommendation to be made to the Board in relation to the dispute within a reasonable time having regard to the subject matter of the dispute (but in any event within fourteen business days or such longer period as the Board agrees), the matter will be referred to the Nominations and Remuneration Committee for consideration.

The Nominations and Remuneration Committee will meet and make such inquiries as it determines appropriate with a view to recommending to the Board an appropriate course of action, having regard to members' best interests, the rights of the Sponsors in the Constitution and any other matter the Committee considers necessary and appropriate. The Committee must make its recommendation within the timeframe given to it by the Chair and Deputy Chair.

The Board, each Director and the Sponsors are expected to respond expeditiously and at all time behave reasonably and responsibly in relation to matters put by them by the Chair and Deputy Chair or the Nominations and Remuneration Committee.

None of the Board, the Chair nor the Nominations and Remuneration Committee can override the terms of the Constitution including the rights of the Sponsors contained in the Constitution.

#### **13. Access to Information**

All directors have unrestricted access to all employees of Sunsuper and, subject to the law, access to all records and information held by Sunsuper employees and external advisers. The Board also receives regular financial and operational reports from senior management to enable it to carry out its duties.

## **14. Committees of the Board**

There are five standing Board committees that assist the Board in the discharge of its responsibilities. These committees are the Investment Committee, the Audit, Compliance and Risk Management Committee, the Nominations and Remuneration Committee, the Claims Committee and the Successor Fund Transfer Committee. All are governed by their own Charters as approved by the Board. These committees review matters on behalf of the Board and either make recommendations for consideration by the Board, or make decisions as a delegate of the Board.

Membership on a committee shall be approved by the Board, and shall be based on a combination of factors including the director's expertise, capacity and the needs of Sunsuper.

The Chair of a committee shall be appointed by the Board, after consultation with the Directors, and on the recommendation of all of the employer representative and member representative directors. All Directors are eligible to be appointed as the Chair of a committee, provided that the chair of the board cannot be appointed as a committee chair.

All Directors have a standing invitation to attend any committee meeting.

### **14.1 Investment Committee**

Sunsuper has established an Investment Committee whose role is to review, monitor and make recommendations to the Board on the construction of the investment options and managers used to invest and manage the assets of the fund.

The Committee is responsible for the approval of Sunsuper representatives to investee companies in accordance with the Sunsuper Appointment of Directors to an Investee Company Board Policy and Procedure.

The Investment Committee consists of six directors. The Chief Investment Officer, Chief Executive Officer, external, independent asset consultants and independent investment experts also attend the committee meetings to provide advice and assistance in investment management decisions for the fund.

The Board appoints the Committee Chair, after consultation with the directors, and on the recommendation of all of the employer representative and member representative directors. The Committee Chair cannot be the Chair of the Board.

The Committee meets at least four times a year.

The members of the Investment Committee are:

- Michael Traill (Chair);
- Andrew Fraser;
- Benjamin Swan;
- Elizabeth Hallett;
- Professor Mark Harvey;
- Roslyn McLennan; and
- Rodney Green (Investment Committee Expert).

Gus Sauter is the independent Investment Committee Investment Expert.

### **14.2 Audit, Compliance and Risk Management Committee**

The Audit, Compliance and Risk Management Committee assists the Board in fulfilling its oversight responsibilities for the financial reporting process, the audit process, the system of internal control, risk management and the process for monitoring compliance with laws, regulations, the conflicts management framework and the Code of Conduct and Ethics. The Committee has authority to conduct or authorise investigations into any matters within its scope of responsibility.

The Committee consists of at least three Board directors. The Board appoints the Committee Chair, after consultation with the directors, and on the recommendation of all of the employer representative and member representative directors. The Committee Chair cannot be the Chair of the Board.

The “independence” of each member is considered by the Board in appointing and retaining members for the Committee.

An external independent expert may be appointed as an adviser to the Committee as the “Audit Committee Financial Expert” on the recommendation of the members of the Committee and the approval of the Board.

The Chief Executive Officer, Executive General Manager, People, Projects and Performance, Chief Risk Officer and Internal Auditor report to, but are not members of, the Committee.

The Committee meets at least five times a year, with authority to convene additional meetings as circumstances require. The Chief Executive Officer, Executive General Manager, People, Projects and Performance, Chief Risk Officer, External Auditor, Internal Auditor and any other people considered appropriate by the Committee can attend meetings of the Committee by invitation.

The Committee, the Chief Risk Officer, Internal Auditor and the External Auditor have the option to request and hold a closed door meeting, without management present, where required and at least one such meeting must be held annually.

The members of the Audit, Compliance and Risk Management Committee are:

- Elizabeth Hallett (Chair);
- Andrew Fraser;
- Benjamin Swan;
- Professor Mark Harvey; and
- Michael Clifford.

Marian Micalizzi is the independent Audit Committee Financial Expert.

#### 14.3 Nominations and Remuneration Committee

The Nominations and Remuneration Committee is responsible for considering and making recommendations to the Board on matters related to management succession and development, the remuneration of management and directors, Board composition and renewal and disputes in relation to the nomination, appointment, re-appointment or removal of directors. .

The Committee consists of the respective Chair of the Board of Directors and the Audit, Compliance and Risk Management Committee together with any other directors as nominated by the Board. The Board appoints the Committee Chair, after consultation with the directors, and on the recommendation of all of the employer representative and member representative directors. The Committee Chair cannot be the Chair of the Board.

The Committee meets at least four times each year, with authority to convene additional meetings as circumstances require.

The members of the Nominations and Remuneration Committee are:

- Michael Clifford (Chair);
- Andrew Fraser;
- Elizabeth Hallett;
- Jennifer Mack; and
- Roslyn McLennan.



#### 14.4 Claims Committee

The Claims Committee is responsible, for making decisions on behalf of the Board on matters related to member death benefit claims, and member disability claims. The Committee may refer certain difficult claims to the Board for a decision.

The Committee also provides oversight of Sunsuper's claims management process and provides recommendations for any improvement to the effectiveness of Sunsuper claims management.

The Committee consists of two directors as nominated by the Board and an independent expert appointed by the Board. The Board appoints the Committee Chair, after consultation with the directors, and on the recommendation of all of the employer representative directors and member representative directors. The Committee Chair cannot be the Chair of the Board.

The Committee meets on a monthly basis, with authority to convene additional meetings as circumstances require.

The members of the Claims Committee are:

- Jennifer Mack (Chair);
- Roslyn McLennan; and
- Jane Dorter (Independent Expert).

#### 14.5 Successor Fund Transfer Committee

The Successor Fund Transfer Committee is responsible for considering and making decisions on behalf of the Board in relation to "standard" successor fund transfers to Sunsuper. Approval of the Board is required where the superannuation plan being transferred has non-standard features including:

- Assets in excess of \$500m;
- Illiquid assets or Deferred Tax Assets;
- Requiring the creation of new investment options; or
- Requiring the application for a tailored MySuper licence.

The committee consists of at least three Board Directors. The committee meets as circumstances require.

The Board appoints the Committee Chair, after consultation with the directors, and on the recommendation of all of the employer representative directors and member representative directors. The Committee Chair cannot be the Chair of the Board.

The members of the Successor Fund Transfer Committee are:

- Roslyn McLennan (Chair);
- Andrew Fraser;
- Elizabeth Hallett; and
- Jennifer Mack.

### **15. Code of Conduct and Ethics**

Sunsuper has developed a Code of Conduct and Ethics that applies to all employees (including directors) and advisors. This Code seeks to ensure that Sunsuper maintains high ethical standards, corporate behaviour and accountability.

Employees and directors are expected to maintain high ethical standards and professionalism, treat others with respect and caring, be a careful steward of member and fund assets, act honestly in financial reporting and communications, avoid conflicts between personal and Sunsuper's interests, obey the law and regulations, and foster a safe, healthy and productive workplace.

To further foster an ethical environment and to demonstrate our commitment to maintaining high ethical standards, Sunsuper has implemented comprehensive fraud controls and processes as outlined

in the Risk Management Strategy that seek to deter, detect, prevent and correct fraudulent and unethical conduct.

## **16. Board Policies**

As part of its governance framework, Sunsuper has a number of Board Policies designed to ensure that the Board meets its obligations under the APRA Prudential Standards.

These Policies include:

- Board Appointment and Renewal Policy;
- Fit and Proper Policy;
- Conflicts Management Policy; and
- Code of Conduct and Ethics.

All Board Policies must be reviewed annually (or as close to annually as is practicable) and on the occurrence of other relevant events.

## **17. Conflicts of Interest**

The identification and management of actual, potential or perceived conflicts of duties and interest is an important responsibility that Sunsuper takes very seriously. The proper management of conflicts is important in protecting our members' interests our image and reputation. Generally, a conflict of duty or interest occurs when the personal interests or activities (financial or otherwise) of a director, officer, employee, authorised representative or service provider conflicts with their official responsibilities, interferes with the interests of Sunsuper, and potentially influences the exercise of their independent judgment in the performance of one or more duties.

Sunsuper's Conflicts Management Policy, Conflict of Interest - Personal Relationships Policy and also the Code of Conduct and Ethics requires all stakeholders, which includes directors, officers, employees, authorised representatives and service providers to identify, avoid where possible, manage and/or disclose any actual, potential or perceived conflicts of interest so that no stakeholder achieves an unfair advantage. Registers that record all conflicts of relevant duties and relevant interests by Responsible Persons of Sunsuper are also maintained.

## **18. Investment Manager Oversight**

Sunsuper contracts with external investment professionals with specialised skills to manage Sunsuper's investments. We are committed to ensuring our investment managers have appropriate internal control, risk management, compliance and corporate governance practices in place.

Consequently, Sunsuper has implemented a program that periodically seeks information and assurances from our investment managers regarding their internal control, risk management, compliance and corporate governance practices.

In addition, advice is provided to the Investment Committee by reputable, independent consultants to assist with the compliance and audit of the investment managers' processes.

## **19. Proxy Voting Policy**

Sunsuper takes a strong interest in the corporate governance practices within the organisations in which it invests members' funds. In this regard, Sunsuper has developed a policy in connection with the voting of its proxies. This Proxy Voting Policy seeks to ensure all investment managers have a written policy on the exercising of proxy votes, that has been approved by their board, and formal internal procedures to ensure the Policy is applied consistently.

The authority and responsibility for exercising Sunsuper's proxy votes has been delegated to its investment managers. Sunsuper requires its investment managers to actively participate in the proxy voting process, particularly where they believe that corporate actions are being proposed that are not in the best interests of members.

While the investment managers will retain autonomy for exercising proxy votes, from time to time they may be subject to Sunsuper's influence where Sunsuper holds a significant percentage of the

voting shares, or on major voting issues. The exercise of proxy votes by investment managers is monitored by Sunsuper through an electronic proxy monitoring system to ensure the manager is fulfilling its duty to Sunsuper and that Sunsuper has satisfied its fiduciary duty.

## **20. Financial Reporting**

Sunsuper's financial reporting process involves both the Chief Executive Officer and the Executive General Manager People, Projects and Performance providing a sign-off that to the best of their knowledge and belief Sunsuper's financial report presents a true and fair view, in all material respects, of Sunsuper's financial position and operating results, and that the accounts have been prepared in accordance with generally accepted accounting principles.

In addition, the Chief Executive Officer and the Executive General Manager People, Projects and Performance provide an annual statement to the Board in writing that the integrity of the financial statements is founded on a sound system of risk management and internal control.

## **21. Auditor Independence**

To safeguard the integrity of the financial reporting process, Sunsuper has implemented policies and procedures to monitor the independence and competence of its external auditors.

The performance and independence of the external auditors is reviewed by the Executive General Manager, People, Projects and Performance and the Audit, Compliance and Risk Management Committee on an on-going basis. If it becomes necessary to replace the external auditors for performance or independence reasons, the Audit, Compliance and Risk Management Committee will formalise the procedure for the selection and appointment of new external auditors.

Sunsuper also requires its external auditors to make an annual independence declaration, addressed to the Board, declaring they have maintained their independence in accordance with the Corporations Act and the rules of the professional accounting bodies.

Sunsuper's external auditors have a policy for the rotation of the lead audit partner. This policy and its application to Sunsuper will be reviewed and applied as deemed appropriate.

The Audit, Compliance and Risk Management Committee monitors the nature and extent of any non-audit services provided by its external auditors to ensure it is reasonable and does not impact their independence.

The Committee has adopted guidelines to assist in identifying the types of non-audit services that may compromise the independence of the external auditors. Examples of services that potentially compromise independence include valuation, accounting, taxation, consulting and internal audit services.

## **22. Risk Management**

Sunsuper recognises that a continuous process of effective risk management is critical to the safety and soundness of its operation as a superannuation fund. In this regard, we have developed, implemented and maintained a sound and prudent risk management programme, which is outlined in our Risk Management Strategy and accompanying Board Risk Appetite Statement. This plan has been designed in recognition of the size, business mix and complexity of our operations, and seeks to address our material risks, both financial and non-financial, as determined by the Trustee.

The governance structure of Sunsuper is a critical component of our risk management framework, and seeks to ensure the interests of members are protected. The Board, its committees, its management team and external advisors collectively have the probity, commitment and competence necessary to develop, monitor and review sound practices for managing risk. The Board recognises that it, together with its executive management team, is responsible for instilling a strong risk-aware and control-conscious culture throughout Sunsuper, so that material risks, conflicts of interest and potential problems that emerge can be identified, managed and promptly resolved in the normal course of business operations and in the best interests of Sunsuper's beneficiaries.

The Board views risk management as a crucial aspect of its operations which will help ensure Sunsuper can more effectively meet its prudential management requirements.

Sunsuper's risk management framework is based on risk management principles, philosophies and practices that have been in place at Sunsuper for many years, and which have been formulated in consultation with members of the Board, external advisors, the executive management team and staff through workshops and discussions.

Our objectives in developing the Risk Management Strategy were to:

- Reduce the likelihood and impact of material risks to tolerable levels;
- Demonstrate Sunsuper's commitment and approach to risk management;
- Protect the interests of Sunsuper's stakeholders;
- Support the achievement of Sunsuper's strategic and operational objectives;
- Contribute towards instilling a strong risk-aware and control-conscious culture within Sunsuper; and
- Meet Sunsuper's superannuation licence requirements (including a MySuper authority) as well as other legal and regulatory requirements.

The purpose of our risk management framework is not to eliminate risks, but to manage them within tolerable levels.

Responsibility for designing, implementing and maintaining Sunsuper's risk management framework has been assigned to the Chief Risk Officer. The Chief Risk Officer reports directly to the Chief Executive Officer with a reporting line to the Audit, Compliance and Risk Management Committee. Independent Review of the risk management framework is completed at least once every three years in accordance with APRA's Prudential Standards.

### **23. Legal and Compliance**

Sunsuper is committed to complying with all of its legal and regulatory requirements (including superannuation, corporation and trade practices laws) and applicable industry codes and standards.

We believe that compliance is vital to provide long term profit for members, underpins social trust and respect, and protects Sunsuper, its directors and staff.

We have internal legal counsel who advise on our legal obligations.

We have a compliance function who oversees the monitoring and reporting of our obligations. We have developed a comprehensive Compliance Framework, including the appointment of the Head of Compliance who has responsibility for ensuring that Sunsuper has an effective system to ensure compliance with its legal obligations and for monitoring compliance.

We maintain a strong compliance culture, through, amongst other things, appropriate education and training, incorporation of compliance performance in relevant position descriptions and Competency Measures, as part of the performance review process. Sunsuper also seeks to continually improve our ability to comply and prevent non-compliance.

Compliance is the responsibility of all staff at Sunsuper. The Board's Audit, Compliance and Risk Management Committee monitors compliance. The key contact for compliance is the Head of Compliance. Staff are required to report any compliance-related issues to the compliance officers or to the Head of Compliance, and may also report concerns to senior management. The Board and management undertakes that 'whistleblowers' will not be prosecuted or disadvantaged and they will keep those reports confidential.

We actively encourage and assist our staff to comply with our legal obligations and will take appropriate action against anyone who is knowingly or recklessly concerned in a contravention of our legal obligations and generally will not indemnify them.

## **24. Internal Audit and Assurance**

Sunsuper has engaged the services of an external service provider for the provision of internal audit and assurance services to the organisation. The internal auditor reports into the Audit, Compliance and Risk Management Committee and executes the role based on Strategic and Annual Audit Plans approved by the Audit, Compliance and Risk Management Committee.

On an annual basis, the Audit, Compliance and Risk Management Committee formally reviews quality and effectiveness of the Internal Audit function.

## **25. Member Communications**

We place considerable importance on effective communication with our members and their employers. Our communications philosophy promotes the communication of information to members through member guides, member statements, performance reports, newsletters and annual reports.

We also interact with members through highly segmented personalised multi-channel communications including education sessions, which are held throughout the year, direct marketing campaigns, and through Sunsuper's website which provides 24 hour access to information on relevant superannuation topics and investment information.

## **26. Other Policies**

Sunsuper has implemented a range of other Board and management policies which have enterprise-wide application. These policies permit business units to establish policies and procedures governing their own operations while seeking to ensure a consistent approach and minimum acceptable standards are maintained.

## **27. Technical**

This Corporate Governance Statement must be reviewed at least annually (or as close to annually as is practicable) and a review must also take place if and when there is a material change in business operations or a significant change in legislative or regulatory requirements impacting on the governance of Sunsuper or the Board otherwise requests a review be undertaken.

The review will be conducted by the Company Secretary with the assistance where necessary of external compliance consultants.

The results of the review, including recommended changes, will be formally reported in writing to the Board.

The Board will analyse and evaluate the report and recommend changes. The revised Policy will be submitted to the Board for its consideration and subsequent adoption.

A review will consider the following issues:

- To ensure compliance with APRA (and where appropriate ASIC) requirements;
- To ensure Sunsuper is complying with the requirements of this Corporate Governance Statement;
- Changes to the Constitution, Committee arrangements or Board Policies which touch on Sunsuper's governance arrangements;
- Changes to the provisions of SIS Act and Regulations or the APRA Prudential Standards or Prudential Practice Guides; and
- Changes to SPS 510.