

Board Skills Matrix

The Director skills matrix is calculated annually and reflects the sources of competency of individual directors. Only directors¹ who are on the Rest Board as at 14 October 2024 have been included in the matrix below. Individual Director responses are taken from the information provided as part of the annual Fit and Proper Assessment or in the case of newly appointed Directors, at the time of their appointment. All Directors are required to undertake a minimum of 20 hours training annually, of which 15 hours must be formal training.

Key

■ Foundational

Awareness and basic literacy of the relevant skill, knowledge or competency and/or having a basic understanding and/or the ability to interrogate and ask probing questions (e.g. less than five years' experience as a director, senior leader or professional).

■ Medium

Sound working knowledge and understanding and/or having the ability to identify complex issues, oversights or mistakes gained through either experience, on the job application of relevant skills and/or training and professional development activities (e.g. evidenced by five to ten years' experience as a director, senior leader or professional).

■ High

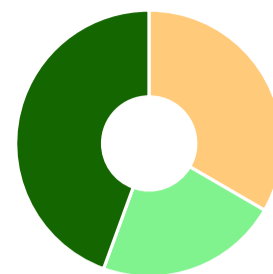
Highly qualified proficiency, knowledge and experience in the relevant skill and/or likely to be recognised by a professional body or court as an 'expert' in the field (e.g. evidenced by more than ten years' experience as a director, senior leader or professional).

Competency Area	Competency Criteria Summary	Competency Capability
Governance	<ul style="list-style-type: none"> Understanding of the governance requirements and expectations of highly regulated entities such as a superannuation fund, and how to meet them in practice Understanding of the roles of ASIC and APRA in relation to governance, superannuation and the board's responsibilities to each 	
Leadership	<ul style="list-style-type: none"> Senior executive leadership experience in comparable organisations Experience as a director or senior leader leading a comparable organisation through a period of significant change or disruption 	
Equal Representation Advocate	<ul style="list-style-type: none"> Experience working in a 'profit to member' organisation, and/or with an equal representation board Understanding of equal representation governance through experience in supporting employers and/or workers across the retail industry 	

¹ Excluding Alternate Directors

Investments

- Experience developing or overseeing investment strategies and managing complex investment portfolios including asset classes
- Understanding of operations, risk management and compliance in managing investment teams
- Ability to bring global investments perspective



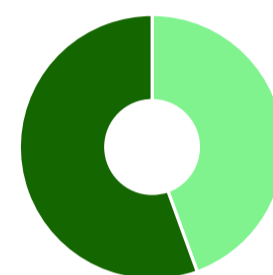
Financial Acumen

- Experience analysing, interpreting and challenging financial statements in comparable organisations
- Understanding of auditing and accounting issues relevant to the preparation of financial statements
- Experience engaging with or overseeing external and internal auditors, assessing financial risks and the effectiveness of controls



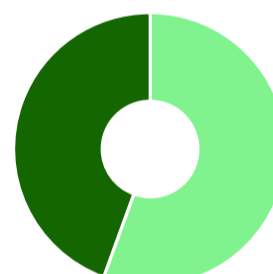
People and Culture

- Understanding of approaches and tools to shape and assess group-wide culture and employee engagement
- Experience monitoring culture and understanding of the impacts of culture on performance
- Experience in industrial relations
- Experience in designing remuneration structures, setting objectives and KPI and overseeing talent management, retention and executive succession plans, and leading or overseeing organisational transformation



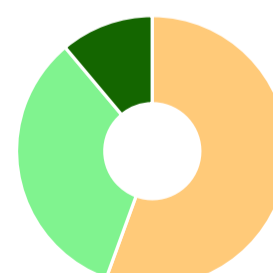
Risk, Compliance and Legal

- Experience setting risk appetite and monitoring conformance, understanding and assessing material risks and their controls, non-financial risks, including strategic, operational and emerging risks at this or a comparable organisation
- Understanding of regulatory requirements and risks in the superannuation sector
- Experience in identifying and resolving legal and regulatory issues and overseeing compliance frameworks in comparable organisations



Technology, Information Security, Data Management and Change

- Understanding of Rest's required information technology architecture, systems, and associated risks
- Experience having responsibility for information technology, data management and security, planning and executing technology transformation in comparable organisations, overseeing a material cybersecurity incident in comparable organisations
- Understanding of relevant innovation, developments and trends in information technology and digital disruption
- Understanding of how digital technology can enhance the member/customer experience and enable strategic objectives in comparable organisations



Member Experience/Strategic Marketing	<ul style="list-style-type: none"> • Experience in member-based organisations, understanding of members' and employer needs, experience developing and deploying marketing strategies, product development, pricing, member/customer centricity and delivering member/customer experience • Understanding of the organisation's channels to market and their strategic significance 	
Superannuation	<ul style="list-style-type: none"> • Experience in the superannuation industry, developing or overseeing superannuation strategies • Understanding of emerging trends, developments, opportunities and challenges in the superannuation industry 	
Strategic Stakeholder Relationship Management	<ul style="list-style-type: none"> • Experience engaging with key stakeholders in the superannuation industry on complex and sensitive issues • Understanding Rest's key stakeholders, including their objectives, motivations and policies, trends, developments and potential changes in the policies of the organisation's key stakeholders 	
Sustainability/ESG	<ul style="list-style-type: none"> • Understanding of environmental, social and governance issues, regulations, reporting requirements and approaches as they relate to the organisation • Experience managing sustainability, ESG issues in comparable organisations • Understanding of trends, developments and potential changes in sustainability, ESG issues 	
Strategy	<ul style="list-style-type: none"> • Experience assessing and testing strategic objectives and plans for complex businesses • Understanding Rest's value proposition to customers/members, and commercial and economic drivers, and competitive advantages of key competitors • Experience translating strategic objectives into concrete plans, initiatives and key performance indicators, bringing a 'bigger picture' view to help management consider new, unexpected perspectives 	