

## Director Skills & Experience Matrix

### Qualifications / Experience

<b>Employed by RBA</b> <i>Please answer yes or no</i>	
<b>Current positions</b> <i>Please provide position title &amp; employer</i>	
<b>Qualifications</b> <i>Please list all relevant qualifications</i>	
<b>Other Board Experience</b> <i>Please give details of other Board experience</i>	
<b>Unique Value</b> <i>Please give details of unique value you could provide to the Board of the RBHS</i>	

Prudential requirements relating to Board composition:  
 CPS 510 Governance

- The Board must ensure that directors and senior management of the APRA regulated institution, collectively, have the full range of skills needed for the effective and prudent operation of the institution, and that each director has skills that allow them to make an effective contribution to Board deliberations and processes. This includes the requirement for directors, collectively, to have the necessary skills, knowledge and experience to understand the risks of the institution, including its legal and prudential obligations, and to ensure that the January 2015 CPS 510 - 6 institution is managed in an appropriate way taking into account these risks. This does not preclude the Board from supplementing its skills and knowledge by engaging external consultants and experts.
- The Board must have a majority of independent directors at all times.
- The chair of the Board, Audit Committee and Risk Committee must be independent Directors

# Skills Assessment

Please use these ratings when completing your self-assessment:

Rating	Description
1	Having formal qualifications or having had senior management functional responsibility for the relevant area of focus
2	Having good working knowledge and / or frequent practical exposure to the relevant area of focus
3	Some working knowledge and / or limited practical exposure to the relevant area of focus
4	N/A (not yet exposed)

\* It is not expected that any individual director will have exposure to all skills listed above.

## Industry Specific

Skill	Rating
PHI Regulations	
PHI Operations	

## Strategic

Skill	Rating
Strategy Development & Execution	
Digital	
Technology	
Mergers and Acquisitions	
Customer Engagement	

## Governance & Risk

Skill	Rating
Legal	
Accounting / Financial Management / Audit	
Regulatory engagement within industry (APRA)	
Other regulatory experience	
Investment	
People & Culture	
Business Management	

## Explanation of Terms

	Description of desired experience / capability
<b>Strategy Development &amp; Execution</b>	Experience in the processes for developing strategic plans and implementation plans, including the identification and assessment of different strategic options, risks, course of action, and the appropriate allocation of resources to support strategic objectives.
<b>Digital</b>	One or more of the following: <ul style="list-style-type: none"> <li>- Developing and implementing strategies with respect to digital engagement and fulfilment strategy that supports overall corporate objectives and vision</li> <li>- Dealing with evolving digital technology and associated customer implications</li> <li>- Leveraging data / analytics to drive business improvement and efficiencies</li> </ul>
<b>Technology</b>	One or more of the following: <ul style="list-style-type: none"> <li>- Developing and implementing strategies with respect to technology strategy that supports overall corporate objectives and vision.</li> <li>- Capacity to manage significant organisational and IT architectural change</li> <li>- Capacity to contribute to the selection and implementation of enterprise-wide information technology systems</li> <li>- Technical experience in areas such as cyber security, network protocols, systems architecture, cloud computing</li> </ul>
<b>Customer Engagement</b>	Developing strategies and operational requirements with respect to one or more of the following: <ul style="list-style-type: none"> <li>- Programmes to transform the customer experience and maximise customer engagement</li> <li>- Establishing frameworks to deliver continuous improvement in the customer experience, products and processes</li> <li>- Customer focused marketing approaches across a range of channels and segments</li> <li>- Branding</li> <li>- Product Development</li> <li>- Organisational design and cultural attributes which increase customer (and employee) engagement</li> </ul>
<b>Legal</b>	Having expertise in the legal responsibilities of directors and the identification and management of legal risk generally.
<b>Regulatory engagement within industry (APRA)</b>	<ul style="list-style-type: none"> <li>- Management of APRA relationship at a senior management level or Chairperson level</li> <li>- Broad familiarity with prudential regime</li> </ul>
<b>Other regulatory engagement (outside of industry)</b>	Experience in dealing with regulators, lobbying / representing the position of an entity or industry
<b>People &amp; Culture</b>	Development of people management strategies and operational requirements, including the attraction and retention of employees, appropriate remuneration incentives, cultural frameworks to drive increased performance and engagement
<b>Business Management</b>	Having run a business or significant business line 'end to end' or having general management experience at a senior level requiring a holistic view of business and business acumen.