

FOUNDATIONAL & DESIRABLE SKILLS FOR DIRECTOR NOMINEES

The following skills are important in the financial services sector given the complex operational environment and regulatory oversight from RBNZ & FMA. These skills:

- Help potential interested candidates confirm their 'skill fit' and / or frame potential learning areas, and,
- Provide greater insight to voters, helping them select the most additive candidates to oversee long-term strategy and organisational health.

FOUNDATIONAL SKILLS: IDEALLY, CANDIDATES BRING A DEPTH OF CAPABILITY AND EXPERIENCE ACROSS EACH OF THESE ELEMENTS

COMMITMENT TO THE MUTUAL MODEL

- Understanding of the member-based ethos and ability to engage meaningfully with union members

GOVERNANCE POTENTIAL

It is recognised candidates may not draw from a scale commercial / corporate background – but demonstrate potential to 'step up' into governance

- Evidence of professional development, understanding of director duties and demonstrated strategic reasoning

COMMERCIAL ACUMEN

- A track record of creating value and delivering strong performance. Ideally would have leadership experience in a scale entity

CULTURE FIT

- Communication style to engage effectively with other Board members and senior management

FINANCIAL ACUMEN

- Understanding of financial risk and P&L accountability

DESIRABLE SKILLS: DEMONSTRATED EXPERIENCE ACROSS THESE ELEMENTS IS ALSO DESIRABLE, BUT IT IS RECOGNISED CANDIDATES MAY NOT DRAW FROM A SCALE COMMERCIAL / CORPORATE BACKGROUND

INSURANCE INDUSTRY

This is a 'standout' capability reflecting the importance of industry expertise in a complex regulated environment

- Executive leadership in the health insurance (or broader) sector – in-depth understanding of insurance products (development, underwriting, reinsurance) and customer-first offerings (including vulnerable customer protection, 'next gen' product innovation)

GOVERNANCE EXPERIENCE

- Director, Chair and / or committee Chair roles in a commercial entity of a similar scale or larger than UniMed

STAKEHOLDER ACUMEN

- Including regulatory, financial services and / or iwi networks

OTHER STRATEGIC SKILLS

- Experience across technology / digitisation, marketing / branding and ESG