

# Universal Store

## Board Skills Matrix

Under the Company's Constitution, the Board must comprise of at least three Directors and a maximum of seven Directors. The Board regularly reviews the composition of the Board, considering the number and skill mix of the Directors.

The Board recognises that skills such as leadership and previous experience as a chief executive, chair or board member of a large organisation have traditionally been prerequisites to appointment as a director, the Board further recognises that other skills gained from experience in the following areas are key skills and experience that the Board as a whole should comprise:

SKILL	DIRECTORS WITH SKILL SET		
Contemporary corporate governance in listed companies	33.3%	33.3%	33.3%
Corporate development and capital management	33.3%	66.7%	
Corporate finance and accounting	33.3%	66.7%	
Executive leadership	33.3%	16.7%	50%
Human resource governance and management	33.3%	33.3%	33.3%
International experience	33.3%	50.0%	16.7%
Retail and consumer sector	16.7%	83.3%	
Risk management	83.3%		16.7%
Stakeholder management (investors / regulators / government / community)	66.7%		33.3%
Strategy development and oversight	50.0%	50.0%	
Technology, digital and innovation	16.7%	66.7%	16.7%

- Level 1 – Limited or not current capability
- Level 2 – Significant capability in some aspects
- Level 3 – Significant capability in most aspects

The Board considers, and where necessary, updates, the Board Skills Matrix at least annually to ensure that as Universal Store develops, the Board comprises the appropriate mix of skills, expertise, experience and diversity.