

CO-OPERATIVE GROUP LIMITED

MEMBER NOMINATED DIRECTORS – PERSON SPECIFICATION

The Board Composition Charter indicates the following:

All Directors must demonstrate:

- A strong commitment to Co-operative Values and Principles
- A strong commercial background and/or a demonstrable track record of success in a relevant discipline
- Proven strategic skills
- Financial and commercial acumen
- Some awareness of the operational issues involved in managing a business the size of the Group
- Strong intellect/intellectual capacity to fulfil the role and communication skills
- The personal gravitas, capability and breadth of experience to contribute to Board discussions on a wide variety of topics

Directors may come from a variety of backgrounds that includes specific experience of:

- Retail, Consumer, Retail Financial Services
- Strategy & change management
- E-commerce / technology
- Marketing / Brand
- Supply Chain
- Property
- HR
- Community development and social goals
- Relevant professional services

In addition, the Members' Council has agreed that the following additional requirements should apply to Member Nominated Directors:

Member Nominated Directors must be outstanding individuals with a demonstrable personal commitment to co-operative values and principles in addition to excellent knowledge of the co-operative business model and how co-operatives put their values and principles into practice.

Each Member Nominated Director should possess:

- A strong profile and reputation, which will be credible with Co-operative Group members and the Co-operative Sector
- Excellent powers of persuasion and influencing skills and the courage and judgement to challenge perceived wisdom
- Personal integrity and a commitment to act as a role model for the Co-operative Membership

- A strong commitment to protect the mutual status of the Co-operative Group as a bona fide co-operative business and a passion to ensure that the Society is run in the best interests of members for the long term
- An excellent understanding of the Co-operative Group's democratic structures, its stakeholders and the wider Co-operative Movement.