



Competency Statement: Member Representative Director

Togethr Trustees Pty Ltd and Togethr Holdings Pty Ltd

April 2026

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1. About Equip Super

Equip Super has been supporting Australians to save, grow their wealth and plan for retirement since 1931, making it one of Australia’s longest-established superannuation providers. The fund was originally founded as the Provident Fund of the State Electricity Commission of Victoria, created to provide retirement benefits for SEC employees.

Much has changed since those early beginnings. Today, Equip Super, including members of Catholic Super, works with employer sponsors and members across a broad range of industries, including energy, resources, water, infrastructure, manufacturing, education, health, legal and services. As at 31 March 2026, Equip Super manages \$37.2 billion in superannuation assets on behalf of approximately 150,000 members.

Equip Super is an industry super fund offering accumulation, defined benefit and pension plans. Its focus is on delivering the best possible retirement outcomes for members, while operating as a trusted and reliable partner to participating employers.

Equip Super is also a recognised leader in the superannuation industry, with a strong history of successfully bringing funds together through successor fund transfers, and it continues to pursue opportunities to grow and strengthen the fund.

Equipping our members today, so they’re ready for tomorrow



2. Position specific skills

Candidates for the Member Representative Director role should demonstrate proficiency in one or more of the following position specific skills and desired experience, listed below:

- **Product and Customer Knowledge**

Understanding or experience of:

- product design, branding, marketing, distribution, digital engagement and associated regulatory/conduct issues; or
- the member and employer experience, consumer behaviour, competitor behaviour, member and employer value propositions and engagement strategies; or
- the post-retirement landscape, with a focus on supporting members to prepare for financial freedom in retirement.

- **Technology and Digital**

- Understanding of key technology architectures, services, operations, platforms and applications as well as emerging technologies, digital transformation and market trends.
- Ability to identify, assess and manage technology risks, data management risks, cyber security risks and technology related regulatory requirements.

- **Fund Administration and Operations**

- **Fund Administration & Service Delivery** – governance of member administration, contributions, benefit payments, defined benefit products, and outsourced service providers, ensuring compliance, efficiency, and high service standards.
- **Member Experience & Technology** – driving member-centric outcomes through digital innovation, data insights, complaint handling, and transparent communications that strengthen trust and engagement.
- **Insurance Arrangements** – oversight of insurance design, insurer partnerships, pricing, sustainability, and claims handling to balance member value, protection, and cost.

The successful candidate may also demonstrate one or more of the following competencies, but this is not essential:

- **Financial Acumen**

Understanding of, and experience working with, Australian accounting standards, taxation and audit requirements.

- **Legal experience**

Understanding of, and experience in, Australian law, policy and regulation of superannuation.

- **Superannuation Experience**

Experience in superannuation corporate governance, risk assessment or as a trustee director for a super fund.

The successful candidate will also have the following capabilities and supporting behaviours:

- **Member mindset**

A demonstrated understanding of the culture of a profit for member organisation and its deep commitment to member outcomes.

- **Emotional Intelligence**

An ability to live the values of an organisation and influence its culture. In Equip Super's case this means working effectively with Board colleagues and management, demonstrating the behaviours of respect, accountability, collaboration and putting members first.

All directors are also expected to demonstrate restraint, patience, collaboration, listening, capacity to engage, ability to facilitate collective decision making and mentorship skill.

- **Strategic and Commercial Acumen**

Proficient ability to identify and critically assess organic and inorganic strategic opportunities and threats to the business, set strategic direction, oversee strategy execution using commercial judgment, and set and monitor an annual business plan with a focus on key initiatives, financial soundness, risks and key performance indicators.

Desired Personal Characteristics

Candidates will be required to display some, or all, of the qualities listed below:

- can demonstrate leadership and embrace change;
- understands the nature and purpose of superannuation in people's lives;
- can master over time the concepts involved in investments, insurance, regulations and law, and retirement and business strategies;
- is visionary when considering the future of retirement and superannuation;
- is a team player who values diversity, and listens to alternative views;
- is experienced in life and displays wisdom;
- has a direct, substantial and relevant connection to the membership base or an industry that employs a significant number of Fund members;
- can demonstrate an understanding of the importance of relationships with members and Employers, including:
 - representing members of the Fund, including engaging with stakeholders in an effective manner that promotes a professional image of the Fund, and ensuring the best financial interests of the members and beneficiaries of the Fund;
 - an ability to remain empathetic and reflective on the perspectives, aspirations, circumstances and needs of the members and Employers; and
 - an ability to respect diversity in opinion, style and priorities of the Fund's audiences.
- understands the difference between governance and management;
- understands and is willing to commit to the vision and purpose, corporate values and the value propositions of the Trustee¹.

¹ *Togethr Trustees Pty Ltd (the Trustee) as Trustee of the Equip Super (or the Fund)*

3. Eligibility criteria

Mandatory eligibility criteria

To be eligible to be nominated or elected as a Member Representative Director a person must:

- be a Fund member **for at least 90 days prior** to nomination; and
- be able to satisfy the Board that they have a direct, substantial and relevant connection to the Fund's membership base or to an industry that employs a significant number of the Fund's members, to ensure that a deep understanding of the members' perspective will continue to inform the Trustee's decision making.

In addition, the Candidate must not:

- within the three years immediately prior to 20 April 2026, have been an employee of Togethr Trustees Pty Ltd, Togethr Holdings Pty Ltd or any body corporate related to these entities;
- within the three years immediately prior to 20 April 2026, have been an employee of any party engaged by Togethr Trustees Pty Ltd as a material service provider, including, for example:

- Antares Capital	- Mercer Outsourcing (Australia) Pty Ltd	- NorthCape Capital
- BlackRock	- Mercer Consulting (Australia) Pty Ltd	- The Northern Trust Company
- Deloitte	- MetLife Insurance Limited	- Paradise Investment Management
- Ernst & Young	- National Australia Bank	- Payden and Rygel Global Limited
- IFM Investors Pty Ltd	- Nexon Asia Pacific Pty Ltd	- Schroders
- JANA Investment Advisors Pty Ltd	- Telstra Limited	- Shenkman Capital Management
- Macquarie Group	- Thales Cyber Services (Tesserent)	- Callscan Australia Pty Ltd trading as "QPC Australia"
- within the three years immediately prior to 20 April 2026, have been engaged as a consultant to, or been a director or employee of a consultant to Togethr Trustees Pty Ltd, Togethr Holdings Pty Ltd or any of its related corporate bodies; and
- be a trustee of, or a director or employee of a trustee, of another Public Offer Superannuation Fund (other than a superannuation fund that the Board of Togethr Holdings Pty Ltd determines is not, and cannot reasonably be expected to become, in substantive competition with the Fund), or a director or employee of any related party of such a trustee, other than the Fund.

Minimum Education, Qualifications and Experience

The Candidate must meet the minimum standards of education, skills and experience as set out in the Fit and Proper Policy (included in the Candidate Information Pack). This includes satisfying at least one of the following minimum standards of education and experience at the time at which the Candidate offers themselves for appointment as a Member Representative Director:

- satisfactory completion of one or more relevant courses offered by:
 - the Association of Superannuation Funds of Australia (ASFA) in relation to Trustee governance and the role and duties of directors of superannuation fund trustees; or
 - the Australian Institute of Company Directors (AICD) training courses in relation to company law and the general duties and obligations of directors; or

- other courses, which are accepted by the Board to be at least equivalent in content and standard to the ASFA or the AICD training courses; or
- relevant education, being a minimum of graduate degree qualification or equivalent experience in a relevant discipline, such as commerce, finance, law or business studies; or
- relevant professional or business experience, which may be evidenced by at least ten years' experience:
 - as a director of public companies or substantial relevant private or not for profit organisations (for example, an organisation with annual turnover exceeding \$5 million); or
 - in senior management in financial services; or
 - in a relevant discipline, such as accounting, legal, investment or actuarial services; or
 - in senior management in a relevant business area, within a broader commercial organisation or within organisations similar to participating employers in the Fund.

Propriety

The Candidate must also satisfactorily complete an initial fitness assessment prior to their appointment, in accordance with the Fit and Proper Policy (included in the Candidate Information Pack).

Candidates must meet the “propriety standards” referred to in section 6 of the Policy.

4. General requirements

Role of the Directors / Board

As a collective, the Board is responsible for the oversight of the strategic, risk, compliance and governance processes for Equip Super.

The role of directors generally is to provide strategic direction to the Trustee, and to monitor and oversee the operational management of the Trustee. This includes responsibility for establishment and oversight of culture and the ongoing risk, governance and financial management systems for Equip Super.

This includes but is not limited to the process for the investment of members' money and the administration of members' benefits.

Duties of Directors

If you become a director of the Trustee Company and the Holding Company², you will have obligations that arise under general law, legislation including the Corporations Act 2001 and the Superannuation Industry (Supervision) Act 1993, the Trustee's licences, the Trustee's Constitution, and the Trust Deed which contains the Rules of the Fund.

Committee Responsibilities

Directors are also a member of two Board committees.

The Board has five committees, which assist the Board in fulfilling its statutory, fiduciary, governance and regulatory responsibilities.

- Investment Committee (IC);
- Risk and Compliance Committee (RCC);
- Audit and Finance Committee (AFC);
- Governance and Culture Committee (GCC); and
- Stakeholder Engagement and Innovation Committee (SEIC).

The Board may establish other committees or working groups comprising representatives of the Board and Management as needed from time to time.

Each Board committee has a Charter that sets out the committees' powers, functions and, if relevant, specific delegated authority from the Board.

The composition of Board committees is reviewed at least annually.

Commitment

Most scheduled activities involving directors, including Board and committee meetings, will take place during normal business hours. Some Board training and directors' dinners occur outside business hours.

The time commitment required to fulfil the responsibilities of a director is on average one day a week.

² *Togethr Holdings Pty Ltd (the Holding Company) is the parent company and sole shareholder in the Trustee*