



Dated: September 2026

REI BOARD OF DIRECTORS 2027 SELF-NOMINEE CRITERIA

Directors must be members and:

- Possess the highest personal and professional ethics, integrity and values.
- Be committed to representing the best interests of the members and the Co-op.
- Have an inquisitive and objective perspective, practical wisdom and mature judgment.
- Have a personal commitment to REI's [purpose](#) and values.
- Be willing to devote sufficient time to their duties and responsibilities.
- Be committed to serve on the board for at least two terms (six years).

POSITION OVERVIEW

REI Co-op is seeking a seasoned, values-driven Chief Executive Officer or enterprise-scale operating leader with experience leading a complex consumer, retail, marketplace, membership, or brand-driven business. The ideal candidate will bring strong financial and operational acumen, brand and storytelling expertise, and a deep understanding of the customer and member experiences that build trust, loyalty, community, and engagement.

The candidate should have demonstrated success using technology, digital products, data, and emerging AI capabilities to improve customer experience, strengthen enterprise performance, and create sustainable value. The candidate should also bring strategic judgment about using technology in environmentally responsible, resource-efficient ways and sufficient fluency to help the board evaluate technology-enabled opportunities, investments, transformation, and risk.

As a director, this leader will help steward the Co-op's long-term vision and ensure that innovation serves REI's members, distinctive brand, cooperative business model, and purpose.

EXPECTED EXPERIENCE

Qualified board candidates must be REI members who share REI's values and bring experience in most of the areas below.

1) Believes in and exemplifies the values of REI:

- We are all responsible for the Co-op's results
- We go further together
- We start from a place of respect
- We believe the outdoors is for all
- We courageously embrace change

2) Enterprise Leadership

- a) Chief Executive Officer, President, or other enterprise-scale operating leader of a complex consumer, retail, membership, or brand-driven business.
- b) Demonstrated ability to set enterprise strategy, allocate resources, grow or transform a distinctive customer-centered brand, and partner effectively with a board and senior executive team.
- c) Strong strategic judgment, mature business acumen, communication skills, and interpersonal effectiveness.

3) Technology-Enabled Consumer Transformation and Innovation

- a) Experience using technology, digital products, data, and emerging AI capabilities to improve customer and member experiences, deepen relationships, and create sustainable enterprise value.
- b) Understanding of consumer transformation across brand, product, merchandising, marketing, digital experiences, physical operations, service, personalization, and community.
- c) Ability to translate technology opportunities into clear strategy, operating priorities, investment choices, measurable outcomes, responsible innovation, and environmentally responsible business practices.
- d) Sufficient technology and AI fluency to bring an informed point of view to the board's evaluation of opportunities, partnerships, organizational readiness, enterprise risk, customer trust, privacy, security, responsible use, and workforce implications of technology-enabled innovation.

4) Experience Operating at Scale

- a) Strong financial acumen and experience working with or within organizations in the \$1+ billion revenue range, ideally with exposure to consumer, nonprofit, or hybrid models.
- b) A record of disciplined growth or transformation that connects purpose, brand, operational performance, and long-term enterprise viability.
- c) Experience building high-performing teams, developing leaders, and leading culture through change across complex stakeholder environments.

5) Additional Preferred Experience and Attributes:

- a) Authentic connection to REI's outdoor lifestyle, brand, and member community, with experience leading or governing a purpose-driven, community-oriented, membership-based, or stakeholder-rich organization.
- b) Acts with integrity and possesses the courage to do the right thing for the right reasons.
- c) Attributes and lived experiences that reflect REI's communities and complement the board's overall skills.
- d) Proven effectiveness as a board member, including sound governance practices and constructive inquiry that advances board discussion and understanding.

ELIGIBILITY REQUIREMENTS

For a candidate to be eligible for election or appointment (including re-election or re-appointment) as a director, the following criteria must be satisfied at the time of the candidate's election or appointment:

- The candidate must be a member and at least twenty-one years old.
- The candidate must not, by the end of the term to which the candidate is to be elected or appointed, have served as a director for more than twelve consecutive years, subject to any exceptions or limitations set forth in REI's governing documents.
- All elected or appointed directors must, at the time of their election or appointment and during their respective terms of office, satisfy the standards of independence prescribed by the Nominating and Governance Committee.
- No REI employee is eligible to serve in an elected board position.