

THRIVENT CHURCH SOLUTIONS COMMITTEE CHARTER
A Strategic Business Unit Committee
for
Thrivent Financial for Lutherans
("Thrivent" the enterprise)

| | |
|---|--|
| <u>Purpose</u> | Pursuant to Section 22 of the Bylaws, the Board of Directors ("Board") designated a Thrivent Church Solutions Committee ("Committee") with the authority and responsibility for the oversight of current and future business unit strategies related to Thrivent's church-related businesses and services, and alignment with Thrivent's corporate strategies and foundational elements. In support of its stated purpose, the Committee shall perform the duties listed below, in addition to others as deemed necessary by the Committee. |
| | STRATEGIC BUSINESS UNIT |
| | A. <u>The Committee is authorized and responsible for the strategic oversight of Thrivent's church-related businesses and services, and new opportunities. To fulfill its responsibilities, the Committee will:</u> |
| <u>Church-related businesses and services</u> | <ol style="list-style-type: none"> 1. Oversee business development of new business, product and service lines, performance of scaled and growing church-related businesses, products and services, as well as risks at the domain-level/division-level. <ul style="list-style-type: none"> • Monitor performance, competitiveness and value of the businesses and services pipeline. • Monitor alignment to Thrivent's enterprise mission and strategy. • Monitor and provide input to the strategic prioritization of new and existing businesses and services. 2. Oversee the development of a coherent strategy for consideration of new church-related businesses and services, potential mergers & acquisitions, and joint ventures, and the products and services offered. 3. Oversee efforts to improve and modify the existing portfolio and other offerings available from the Society to meet the needs of current and future consumers. 4. Oversee the development of both a 'branded house' for introduction of Thrivent-branded lines and a 'house of brands' for managing acquisitions and joint ventures. |
| | B. <u>The Committee is authorized and responsible for the oversight of the Consumer experience. To fulfill its responsibilities, the Committee will:</u> |
| <u>Consumer Experience</u> | <ol style="list-style-type: none"> 1. Oversee Thrivent's approach to church relationships: From church as 'receiving stakeholder' to seeing churches as 'valued customers,' with Thrivent seen as a thought leader around stewardship and generosity within the American church as a body. 2. Review church-related consumer experience strategy and plans for growth by reaching out to Thrivent's common bond through churches and institutions. 3. Oversee membership service and growth strategies within this portfolio and how such growth will contribute to Thrivent's overall member acquisition strategy. |
| | CORPORATE ALIGNMENT |
| | C. <u>Committee is authorized and responsible for ensuring this strategic business</u> |

| | |
|---------------------------------|--|
| | <u>unit's implementation of and alignment to Thrivent's foundational principles. To fulfill its responsibilities, the Committee will:</u> |
| <u>Brand and Reputation</u> | <ol style="list-style-type: none"> 1. Oversee the short- and long-term strategic brand and reputation management plan to support Thrivent's church-related current and anticipated business needs and goals, monitor the reputational environment, and ensure alignment to Thrivent's corporate brand principles. <ul style="list-style-type: none"> • Oversee and monitor the plans, resources and culture that support church-related businesses and services. |
| <u>Process & Technology</u> | <ol style="list-style-type: none"> 2. Review and comment on the short- and long-term strategic information technology plan to support Thrivent's church-related current and anticipated business needs and goals and monitor the technological environment. <ul style="list-style-type: none"> • Oversee and monitor the technology platforms to support church-related businesses and services. • Oversee implementation of and alignment to Thrivent's corporate IT principles, such as cyber security, privacy, etc. as applicable. |
| <u>Legal & Regulatory</u> | <ol style="list-style-type: none"> 3. Oversee legal and regulatory matters impacting Thrivent Church Services, and alignment to Thrivent's corporate legal and regulatory principles. |
| <u>Talent Management</u> | <ol style="list-style-type: none"> 4. Oversee Thrivent Church Services talent management strategies to assure they are in alignment with Thrivent's broader talent management strategies, principles and practices. |
| <u>Capital Management</u> | <ol style="list-style-type: none"> 5. Review and monitor Thrivent Church Solutions budget and metrics. |
| | D. <u>Other. To fulfill its responsibilities, the Committee will:</u> |
| <u>Other</u> | <ol style="list-style-type: none"> 1. Conduct or authorize investigations into any matter within the Committee's scope of responsibilities. 2. Engage independent counsel and other advisers as necessary to carry out its duties. 3. Set an annualized calendar of actions and responsibilities and review and track performance of those tasks throughout the year. 4. Oversee other ad-hoc activities as deemed appropriate by the Board. |
| <u>Membership:</u> | <p>The Human Resource & Governance Committee, in consultation with the Board Chair, will recommend assignment of Board members to committees, including the Chair of each such committee, to the Board for final approval.</p> <p>The Chief Executive Officer shall name a management representative and a committee secretary to coordinate committee activities.</p> |
| <u>Meeting Frequency:</u> | At least in conjunction with the regularly scheduled in-person Board of Directors meetings, and additionally as determined by the Committee Chair. |