

Legend	
F:	Familiar
C:	Competent
E:	Expert

Board Skills Matrix

Name	David Frances	Patrick Burke	Kylah Morrison	Roger Martin	Ian Hobson
Title	Managing Director & CEO	Non-Executive Chairman	Non-Executive Director	Non-Executive Director	Company Secretary
Independent	N	Y	Y	Y	Y
Gender	M	M	F	M	M
Experience					
Corporate leadership	E	E	C	C	E
International experience	E	E	C	E	C
Industry & sector experience	E	C	E	E	F
Board experience	E	E	C	C	E
Capital projects	E	C	C	F	C
Knowledge and skills					
Strategy Development	E	C	E	C	C
Finance & Accounting	C	C	C	C	E
Legal & Regulatory	C	E	C	C	C
Digital & Information Technology	C	C	C	C	C
Human Resources & People	C	C	C	C	C
Public Relations, Marketing & Communications	E	C	E	E	C
Risk & Compliance	E	C	C	C	C
Capital Markets	E	E	F	F	E
Stakeholder engagement	E	C	E	E	E
Environmental & Climate	E	C	C	C	C
Social & Sustainability	E	C	E	E	C
Governance & Policy	E	E	E	C	E
Governance Competencies					
Director (medium organisation 10 - 99 employees)	E	C	F	F	E
Director (large organisation 100+ employees)	E	F	F	F	F
Financial literacy	C	C	C	C	E
Strategic thinking	E	C	E	C	C
Executive performance management	C	E	C	C	C
Risk management and mitigation	E	C	E	C	C
Compliance focus	C	C	C	C	E
Profile / reputation	C	C	E	E	E
Behavioural Competencies					
Team player / collaborative	E	C	E	E	E
Ability and willingness to challenge and probe	E	E	E	E	E
Common sense and sound judgement	E	E	E	E	E
Integrity and high ethical standards	E	E	E	E	E
Mentoring abilities	C	C	C	E	E
Interpersonal relations	E	C	E	E	E
Listening skills	E	C	E	E	E
Verbal communication skills	E	C	E	E	E
Understanding of effective decision-making process	E	C	E	E	E
Willingness and ability to devote time and energy to the role	E	E	E	E	E