

Board Skills Matrix
Legend F: Familiar C: Competent E: Expert

Name	David Frances	Peter Wall	Kylah Morrison	Roger Martin
Title	Managing Director & CEO	Non-Executive Director	Non-Executive Director	Non-Executive Director
Independent	N	Y	Y	Y
Gender	M	M	F	M
Experience				
Corporate leadership	E	E	C	C
International experience	E	E	C	E
Industry & sector experience	E	C	E	E
Board experience	E	E	C	C
Capital projects	E	E	C	F
Knowledge and skills				
Strategy Development	E	E	E	C
Finance & Accounting	C	C	C	C
Legal & Regulatory	C	E	C	C
Digital & Information Technology	C	C	C	C
Human Resources & People	C	C	C	C
Public Relations, Marketing & Communications	E	C	E	E
Risk & Compliance	E	E	C	C
Capital Markets	E	E	F	F
Stakeholder engagement	E	E	E	E
Environmental & Climate	E	C	C	C
Social & Sustainability	E	C	E	E
Governance & Policy	E	E	E	C
Governance Competencies				
Director (medium organisation 1 - 99 employees)	E	E	F	F
Financial literacy	C	E	C	C
Strategic thinking	E	E	E	C
Executive performance management	C	E	C	C
Risk management and mitigation	E	E	E	C
Compliance focus	C	E	C	C
Profile / reputation	C	E	E	E
Behavioural Competencies				
Team player / collaborative	E	E	E	E
Ability and willingness to challenge and probe	E	E	E	E
Common sense and sound judgement	E	E	E	E
Integrity and high ethical standards	E	E	E	E
Mentoring abilities	C	E	C	E
Interpersonal relations	E	E	E	E
Listening skills	E	E	E	E
Verbal communication skills	E	E	E	E
Understanding of effective decision-making process	E	E	E	E
Willingness and ability to devote time and energy to the role	E	E	E	E