



BOARD SKILLS MATRIX

| | | | |
|---------------|--------------------|---------------------|------------------|
| Legend | F: Familiar | C: Competent | E: Expert |
|---------------|--------------------|---------------------|------------------|

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