

**Board Skills Matrix**

Strong: 3      Good: 2      Limited: 1

Name	Edmund Babington	Roland Hill	David Sargeant	Dr Sandy Chong	Phil MacLeod
Title	Non-Executive Chairman	Managing Director	Non-Executive Director	Non-Executive Director-ESG	Company Secretary
Independent	Y	N	Y	Y	Y
Age	63	59	76	48	57
Tenure (years)	8.0	11.4	12.6	0.9	14.1
Gender	M	M	M	F	M
<b>Experience</b>					
Corporate leadership	3	3	2	3	3
International experience	2	3	2	3	2
Industry & sector experience	3	3	3	3	3
Board experience	3	3	3	2	3
Capital projects	3	3	3	2	2
Strategy Development	2	3	2	3	3
Finance & Accounting	2	2	2	2	3
Legal & Regulatory	3	3	2	2	2
Digital & Information Technology	1	3	1	2	2
Human Resources & People	2	3	2	3	3
Public Relations, Marketing & Communications	2	3	2	3	2
Risk & Compliance	2	3	2	3	3
Capital Markets	1	3	1	1	2
Stakeholder engagement	2	3	2	3	3
Environment & Climate	2	3	2	2	2
Social & Sustainability	2	3	2	3	2
<b>Governance Competencies</b>					
Financial literacy	2	2	2	2	3
Strategic thinking	2	3	2	2	2
Executive performance management	2	3	2	2	2
Risk management and mitigation	2	3	2	2	3
Compliance focus	2	3	2	3	3
Profile / reputation	3	3	2	3	2

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Behavioural Competencies					
Team player / collaborative	3	3	2	2	2
Ability and willingness to challenge and probe	3	3	2	2	3
Common sense and sound judgement	3	3	2	2	3
Integrity and high ethical standards	3	3	3	3	3
Mentoring abilities	2	3	2	3	2
Interpersonal relations	2	3	2	2	3
Listening skills	3	3	2	3	3
Verbal communication skills	3	3	2	3	3
Understanding of effective decision-making process	2	3	2	2	2
Willingness and ability to devote time and energy to the role	2	3	2	2	2