

Board Skills Matrix

The Company places a high standard on corporate governance and follows the recommendations set by the ASX Corporate Governance Council in its publication Corporate Governance Principles and Recommendations – 4th Edition to the extent disclosed in the Company's Corporate Governance Statement adopted on 30 September 2021.

The Company's Board:

- (a) has adopted a Board Skills Matrix that sets out the mix of skills and diversity that the Board has or is looking to achieve; and
- (b) in association with the Remuneration and Nominations Committee (or, in its absence, the Board) will undertake a performance evaluation of the Board and its Directors on an annual basis.

To ensure that the current Directors provide the skills and experience required by the Board Skills Matrix, the Board will assess each Director's skills and experience and the current Directors as a group, against the Board Skills Matrix from time to time. It is not a requirement that each Director should present all of the skills and experience listed in the Board Skills Matrix. However, the Board collectively should present all of the skills and experience listed in the Board Skills Matrix.

The Board will take account of the Board Skills Matrix and gaps or weaknesses in the Board Skills Matrix when applied to the existing Directors, when filling any Board vacancies.

The following rating key applies to the Board Skills Matrix:

- S** = Expert (specialist in the relevant skill)
- C** = Experienced (competent in the relevant skill)
- D** = Development (an area of growth).

Skills Matrix			Rating			
Category	Subset	Description	B Bloking	S Shedden	M Collings	R Graaug
1 Risk Compliance	A. Operational Risk & Compliance	Identifies key risks to the Company related to each key area of operations (including environmental and social risks).	C	C	C	C
	B. Legal Risk & Compliance	Ability to monitor risk and compliance and knowledge of legal and regulatory requirements.	S	C	D	S
	C. Financial & Audit	Experience in accounting and finance to analyse statements, assess financial viability, contribute to financial planning, oversee budgets	C	C	C	C

		and oversee funding arrangements.				
	D. Technology	Knowledge of IT governance and systems including privacy, data management and security.	C	D	D	C
2 Strategy & Policy	A. Strategy	Ability to identify and critically assess strategic opportunities and threats to the Company. Develops strategies in context to policies and business objectives.	S	C	C	C
	B. Policy Development	Ability to identify key issues for the Company and develop appropriate policy parameters within which the Company should operate.	S	S	S	C
	C. Crisis Management	Ability to constructively manage crises, provide leadership around solutions and contribute to communications strategy with stakeholders.	S	S	S	C
3 Industry	A. Industry Specific Skills	Experienced and knowledgeable with respect to the industry in which the Company operates.	S	S	S	C
4 Management & Leadership	A. Executive Management	Experienced in evaluating performance of senior management, and oversee strategic human capital planning. Experience in industrial relations and organisational change management programmes.	S	C	C	C
	B. Leadership & Stakeholder Engagement	Makes decisions and take necessary actions in the best interest of the Company, and represent the	S	S	C	C

		Company favourably before stakeholders. Analyses issues and contribute at board level to solutions.				
	C. Negotiation	Possesses excellent negotiation skills, with the ability to drive stakeholder support for Board decisions.	S	C	C	S
5 Board Conduct	A. Ethics & Integrity	Understands role as director and continues to self-educate on legal responsibility, ability to maintain Board confidentiality, declare any conflicts.	S	S	S	S
	B. Contribution	Has the ability to constructively contribute to board discussions and communicate effectively with management and other directors.	S	S	S	S
6 Personal						
	A. Previous Board Experience	Has director experience (past or present) on other public company or private company Boards.	S	S	S	C
	B. Board Training	Has completed of formal training in director role and duties including training in governance and risk.	S	S	D	S