

## Board Skills Matrix - current as at 21 September 2026

## Part A: Collective skills

[illegible]



## Part B: Draft Personal attributes

| Attribute                           | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Integrity (ethics)                  | <p>A commitment to:</p> <ul style="list-style-type: none"> <li>• understanding and fulfilling the duties and responsibilities of a director, and maintaining knowledge in this regard through professional development</li> <li>• putting the Company's interests before any personal interests</li> <li>• being transparent and declaring any activities or conduct that might be a potential conflict</li> <li>• maintaining board confidentiality</li> </ul> |
| Effective listener and communicator | <p>The ability to:</p> <ul style="list-style-type: none"> <li>• listen to, and constructively and appropriately debate, other people's viewpoints</li> <li>• develop and deliver cogent arguments</li> <li>• communicate effectively with a broad range of stakeholders</li> </ul>                                                                                                                                                                              |
| Constructive questioner             | The preparedness to ask questions and challenge management and peer directors in a constructive and appropriate way                                                                                                                                                                                                                                                                                                                                             |
| Contributor and team player         | The ability to work as part of a team, and demonstrate the passion and time to make a genuine and active contribution to the board and the Company                                                                                                                                                                                                                                                                                                              |
| Commitment                          | A visible commitment to the purpose for which the Company has been established and operates, and its on-going success                                                                                                                                                                                                                                                                                                                                           |
| Influencer and negotiator           | The ability to negotiate outcomes and influence others to agree with those outcomes, including an ability to gain stakeholder support for the board's decisions                                                                                                                                                                                                                                                                                                 |
| Critical and innovative thinker     | The ability to critically analyse complex and detailed information, readily distil key issues, and develop innovative approaches and solutions to problems                                                                                                                                                                                                                                                                                                      |
| Leader                              | <p>Innate leadership skills including the ability to:</p> <ul style="list-style-type: none"> <li>• appropriately represent the organisation</li> <li>• set appropriate board and organisational culture</li> <li>• make and take responsibility for decisions and actions</li> </ul>                                                                                                                                                                            |

NB: The Chairperson should also have the personal attributes to effectively perform the role of the Chair as outlined in the Company's Board Charter.