

## BOARD SKILLS MATRIX

This tool is designed to help boards assess the level of experience each director has in various skill areas, as well as the overall composition of the board as it relates to diversity.

**Directions:** In the *Skills/Experience Section*, each director should self-assess using a scale of High(3) to Low/Not Applicable (1) to reflect the level of experience possessed in a particular area. In the *Demographic Background Section*, enter the qualifications as it relates to each director. Once completed, continue to Tab 2 ("Matrix Analysis").

Priority Legend	
High	3
Medium	2
Low/NA	1

Industry Knowledge/Experience	Director 1	Director 2	Director 3	Director 4	Director 5	Independent Director
Sugar Industry Experience						● 1
Knowledge of Agribusiness						● 1
Knowledge of Board Functions and Director's Duties						● 3
Australian Institute of Company Directors Qualification						● 2
Understanding of Australian Government Legislation/Legislative Process						● 2
Technical Skills/Experience	Director 1	Director 2	Director 3	Director 4	Director 5	Independent Director
Accounting						● 3
Finance						● 3
Law						● 2
Marketing Experience						● 2
Information Technology						● 2
Public Relations						● 2
Experience in Developing and Implementing Risk Management Systems						● 2
Human Resource Management						● 2
CEO/Senior Management Experience						● 2
Strategy Development and Implementation						● 2
Farming Qualifications & Experience						● 1
Governance Competencies	Director 1	Director 2	Director 3	Director 4	Director 5	Independent Director
Director - Medium Organisation (10 to 99 Employees)						● 2
Director - Large Organisation (100+ Employees)						● 2
Financial Literacy						● 3
Strategic Thinking/Planning from a Governance Perspective						● 2
Executive Performance Management - Management of the CEO						● 1
Governance Related Risk Management Experience						● 2
Compliance Focus						● 2
Profile/Reputation						● 1
Behavioural Competencies	Director 1	Director 2	Director 3	Director 4	Director 5	Independent Director
Team Player/Collaborative Ability and Willingness to Challenge and Probe						● 2
Common Sense and Sound Judgment						● 3
Integrity and High Ethical Standards						● 3
Mentoring Abilities						● 2
Interpersonal Relations						● 3
Listening Skills						● 3
Verbal Communication Skills						● 3
Understanding of Effective Decision-making Processes						● 2
Willingness and Ability to Devote Time and Energy to the Role						● 3

<b>Demographic Background</b>	<b>Director 1</b>	<b>Director 2</b>	<b>Director 3</b>	<b>Director 4</b>	<b>Director 5</b>	<b>Independent Director</b>
<b>Gender</b>						
Male						
Female						
<b>Age</b>						
25-40						
41-55						
56-70						
Over 70						
<b>Ethnicity</b>						
Aboriginal or Torres Strait Islander						
Chinese						
White/Caucasian						
Other						
<b>Citizenship</b>						
PRC						
Australian						
Other						