



Level of Board Skills and Experience

As at 30 June 2026

Board Skills Matrix

Limited: 1

Good: 2

Strong: 3

Name	Edmund	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	67	63	80	52	61
Tenure (years)	12	15	16	5	18
Gender	M	M	M	F	M
Experience					
Corporate leadership	3	3	3	3	3
International experience	2	3	3	3	2
Industry & sector experience	3	3	3	3	3
Board experience	3	3	3	3	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	2	3	1	2	2
Human Resources & People	2	3	2	3	3
Public Relations, Marketing & Communications	2	3	2	3	2
Risk & Compliance	3	3	2	3	3
Capital Markets	2	3	1	2	3
Stakeholder engagement	2	3	2	3	3
Stakeholder engagement	2	3	2	3	2
Social & Sustainability	2	3	2	3	2
Governance Competencies					
Financial literacy	2	3	2	2	3
Strategic thinking	2	3	2	2	2
Executive performance management	2	3	2	3	2
Risk management and mitigation	2	3	2	2	3
Compliance focus	2	3	2	3	3
Profile / reputation	3	3	2	3	2
Behavioural Competencies					
Team player / collaborative	3	3	3	3	3
Ability and willingness to challenge and probe	3	3	3	3	3
Common sense and sound judgement	3	3	3	3	3
Integrity and high ethical standards	3	3	3	3	3
Mentoring abilities	3	3	3	3	3
Interpersonal relations	3	3	3	3	3
Listening skills	3	3	3	3	3
Verbal communication skills	3	3	3	3	3
Understanding of effective decision-making process	3	3	3	3	3
Willingness and ability to devote time and energy to the role	3	3	3	3	3