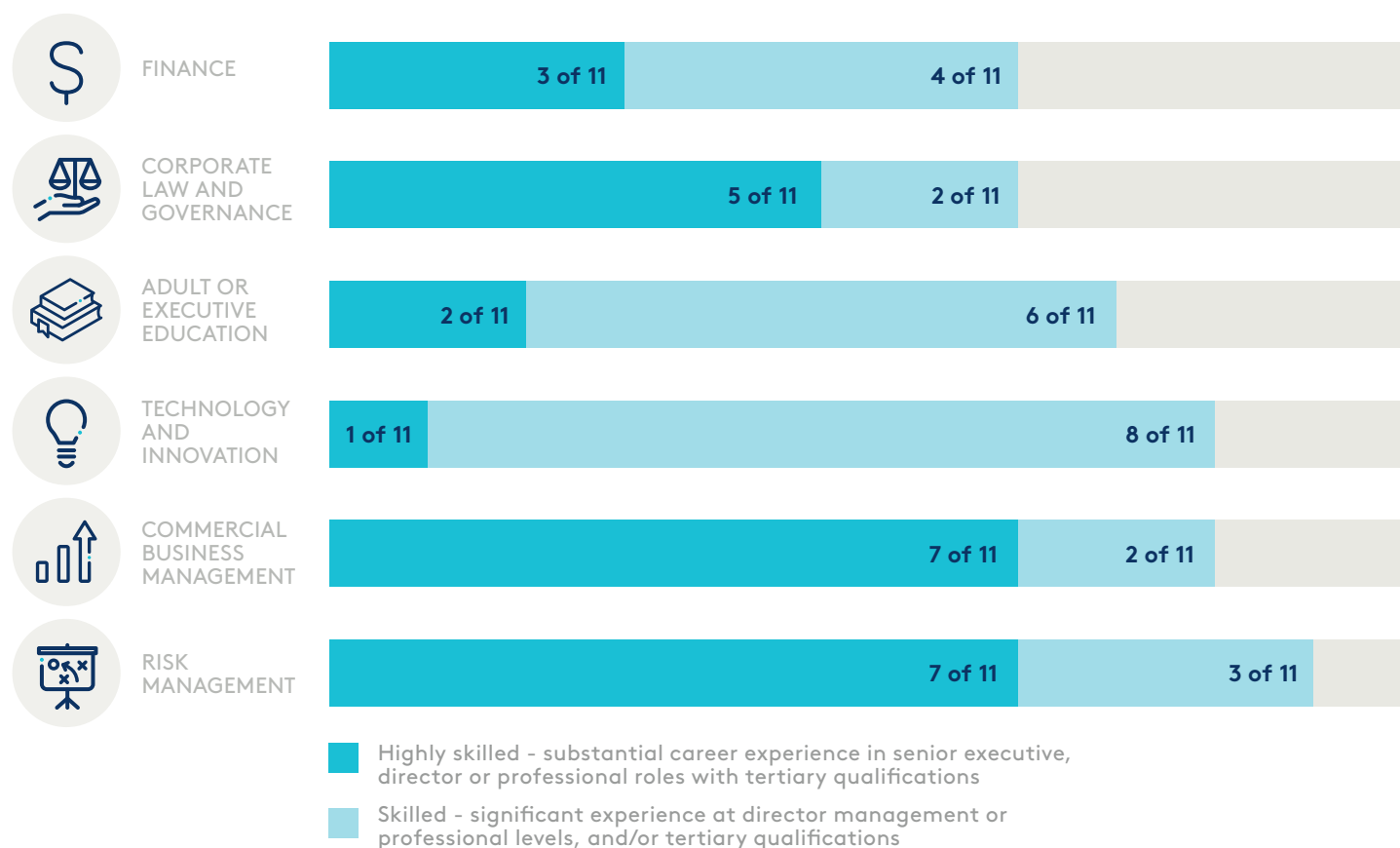


Board Composition and Skills Matrix

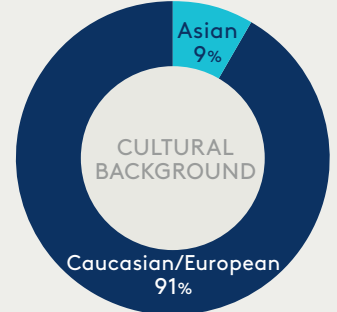
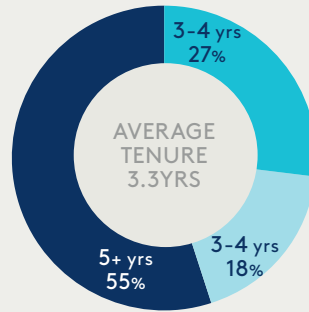
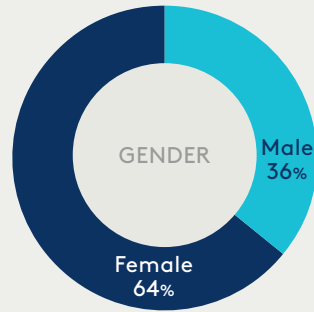
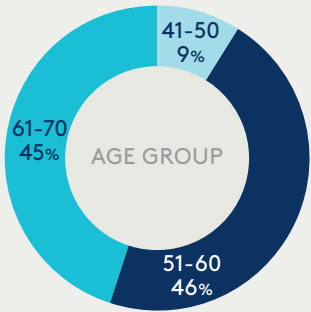
The AICD Board is committed to reviewing its skills matrix annually to ensure the Board continues to have an appropriate mix of skills and experience. The following skills matrix presents the results of the assessment of the Non-Executive Directors' (NED) skills and experience for 2021.



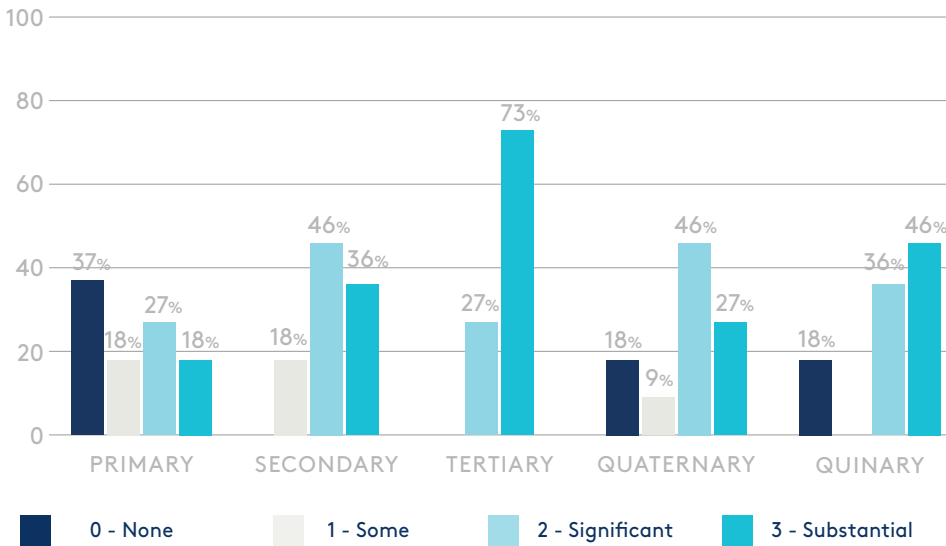
The number of NEDs who are 'highly skilled' and 'skilled' in each area of expertise is illustrated below.



Diversity and Tenure



Sector Experience



KEY:

Primary: Including agriculture, mining and natural resources

Secondary: Including manufacturing, engineering, construction, property and infrastructure

Tertiary or Services: Including commercial, professional, financial, health and social

Quaternary or knowledge based: Including education, media, R&D and innovation

Quinary: High-level policy and government, industry and professional membership organisation, business, education, media and non-profit organisations

No one director is expected to have every skill referenced, rather, these skills should be held collectively by the Board as a whole. The skills and experience highlighted demonstrate alignment of the Board’s responsibilities with the current mix of skills and experience on the Board. The Board believes this mix results in an appropriate set of skills, experience and expertise, and ensures a diverse range of views and perspectives for the effective governance, oversight and strategic leadership of the AICD.

All directors are expected to possess the full set of personal attributes and behavioural qualities required to operate as an effective director including:

- **Commitment to the mission of the AICD:** A visible commitment to the vision and mission of the AICD and its on-going success; demonstrate the passion and allow the time required to make a genuine and active contribution to the Board.
- **Leadership skills:** Appropriately represent the AICD; take responsibility for decisions and actions; identify and guide change.
- **Integrity and ethics:** Modelling our organisational values; understanding and fulfilling the duties and responsibilities of a director, and be committed to ongoing professional development.
- **Being an effective listener/communicator/challenger:** The ability to listen and appropriately engage with other people’s viewpoints; ask questions and challenge management and peer directors in a constructive way about key issues; and communicate effectively with a broad range of stakeholders.
- **Influencing and negotiating skills:** The ability to negotiate outcomes and influence others, including the ability to gain stakeholder support for the Board’s decisions.
- **Being a critical and innovative thinker:** The ability to critically analyse complex issues, distil key issues, and develop innovative solutions to problems.