

Board Skills Matrix

DGL Group Limited

Part A – Collective skills, knowledge and experience

Skill (Rating scale: 2 = High skill level; 1 = Moderate skill level; 0 = Low skill level / No expertise)	Peter Lowe	Simon Henry	Denise Brotherton	Bob McKinnon	Robert Sushames	Comments in relation to relevance for any new director recruitment
Business experience – executive and operational A broad range of experience in business management and operations that will enable the Board to understand, assess and monitor the management of its organisation and its operations.	2	2	2	2	1	[
Strategic planning Experience in developing and implementing a successful strategy, including appropriately probing and challenging management on the delivery of a plan to achieve the long term goals of an organisation. A track record of developing and implementing a successful strategy, including appropriately probing and challenging management on the delivery of a plan to achieve the long term goals of an organisation.	2	2	1	2	1	
Senior experience in the Australian & New Zealand Chemical Formulation and Manufacture, Warehousing and Distribution and Waste Management and Environmental Solutions industries, including in-depth knowledge of the organisation's strategy,	0	2	0	0	2	

Skill (Rating scale: 2 = High skill level; 1 = Moderate skill level; 0 = Low skill level / No expertise)	Peter Lowe	Simon Henry	Denise Brotherton	Bob McKinnon	Robert Sushames	Comments in relation to relevance for any new director recruitment
markets, competitors, operational issues, technology and regulatory concerns.						
Leadership Experience in significant leadership positions such as senior executive management.	2	2	2	2	1	
Brand Development & Marketing Senior executive experience in marketing including digital channels and a detailed understanding of the organisation's strategy to continue to create long-term stakeholder value.	0	1	1	1	1	
Legal Expertise Qualified lawyer with experience in a senior executive corporate or senior executive legal advisory role.	0	0	0	0	0	A new Director with appropriate experience would remedy the deficiency.
Financial Experience Senior executive or equivalent experience in financial accounting and reporting, corporate finance, risk and internal controls.	2	2	2	2	0	
Corporate Governance & Risk Management Knowledge and experience of good corporate governance and risk management practices and policies which will allow the Board to discharge its responsibilities and lower the risk for the organisation and its directors.	2	2	2	2	0	

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Technology & Digital Senior executive experience and in-depth knowledge in a technology related role or system project management role. Alternatively, an in depth knowledge of digital and IT.	1	1	0	0	1	
Relationship & Stakeholder Management Senior executive or equivalent experience in managing relationships with a broad range of internal and external stakeholders.	2	2	1	2	2	
Remuneration & Human Resources Board Remuneration Committee membership or senior management experience in relation to remuneration including incentive programs.	2	1	1	2	0	
Government & Public Policy Experience in dealing with government and an understanding of government decision-making and political processes.	1	2	0	1	0	
Health & Safety Experience related to workplace health and safety.	2	2	0	2	1	
Environment & Sustainability Experience developing sustainable practices to improve an organisation's impact on the environment.	2	2	0	1	1	
Listed Company Experience Relevant experience in senior management or on a board of an ASX listed company.	2	1	0	2	0	

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Fundraising Experience in capital raising and debt issues.	2	2	1	1	0	

Part B – Individual characteristics

Skill (Rating scale: (Rating scale: Yes/√ or No/x)	Chair	Deputy Chair	Board Member 1	Board Member 2	Board Member 3	Board Member 4	Board Member 5	Comments in relation to relevance for any new director recruitment
<p>Critical and innovative thinker An ability to critically analyse information, readily distil key issues and assess their materiality, and develop innovative approaches and solutions to challenges.</p>							Yes	
<p>Effective listener and communicator An ability and preparedness to: listen to, constructively question and critique other people's viewpoints (including those of management and peer directors); develop and deliver cogent arguments; and communicate effectively and respectfully.</p>							Yes	
<p>Ethical A high standard of ethical behaviour. All directors ought to be committed to: fulfilling the duties and responsibilities of a director; transparency and declaring potential or actual conflicts of interest; and promoting appropriate standards of honesty, integrity and ethics.</p>							Yes	
<p>Interested and committed An interest in the organisation, and a preparedness to commit the time and energy needed to fulfil their director responsibilities.</p>							Yes	
<p>Sound judgment A proven track record of making sound professional judgments.</p>							Yes	

Skill (Rating scale: (Rating scale: Yes/√ or No/x)	Chair	Deputy Chair	Board Member 1	Board Member 2	Board Member 3	Board Member 4	Board Member 5	Comments in relation to relevance for any new director recruitment
Team player An ability to function as part of a team and contribute to the Board in a collegial manner.							Yes	