



Board skills and experience matrix
Skills, experience and qualifications

Director	Industry Experience				Functional and Operational Management Experience ¹										Listed Experience		Corporate Governance Experience	Stakeholder relations		Gender Diversity	Independence
	Property / Property Mgmt	Retail	Funds Mgmt	GICS Financials ² / REIT	Accounting / Audit	BD / Strategy / Change Management	M&A	Equity and Debt Capital Markets	Legal	Risk Management, H & S and Insurance	Sustainability and Corporate Responsibility	Digital / Online Media, Marketing	IT	Remuneration and culture	ex-CEO / CFO (listed)	Previous ASX 100 board experience		Investors	Gov't		
Number of Directors with relevant skills, experience or qualifications	7	9	8	8	4	9	11	9	3	6	3	2	3	5	2	8	11	6	5	3	8

¹ Management experience does not include experience obtained on another company's Board.

² Experience in a board or executive position with companies comprising the S&P/ASX 200 Financial Index (XFJ) is recorded here. The XFJ contains companies involved in activities such as banking, mortgage finance, consumer finance, specialised finance, investment banking and brokerage, asset management and custody, corporate lending, insurance, and financial investment, and real estate, including REITs.