

## LIST OF SKILL SETS REQUIRES FOR NEW APPOINTMENT

Below is a non-exhaustive list of the mix of skills, experience, characteristics and attributes that the Board will consider for any new appointment:-

Skills	Experience	Attributes
Practical wisdom and good judgment	Specialist knowledge in a specific area	Highest personal and professional ethical standards and honesty
Financial literacy; ability to read and understand a financial statement	A detailed knowledge of the industry/relevant industry experience	Integrity, independence and free of conflicts of interest
Specialised professional skills e.g. Accounting, Finance, HR, Legal, ICT, Marketing	Expertise on global issues	Willingness and commitment to devote the required amount of time to carrying out the duties and responsibilities of Board membership, including time to gain knowledge of the industry, to prepare for Board meetings, and to participate in Committees
An understanding of key technologies	Experience in other industries using experience gained in one industry for the benefit of the Company in another industry	Commitment to improving the business, its continued well-being and making a difference. Commitment to making this role a significant priority, not serving just for the money or for personal interests
Director education - a clear understanding of the duties of a Director and knowledge of the CG Code	High visibility in the field	Critical analysis and judgment
Good interpersonal skills and the ability to communicate clearly	Leadership and management experience, especially in related businesses	Vision, imagination and foresight
Decision maker - exploring options and choosing those that have the greatest benefit to the organisation and its performance	International experience	Strategic perspective, able to identify opportunities and threats
Interpersonal sensitivity - a willingness to keep an open mind and recognise other perspectives	Personal networks and external contacts	Innovator - a willingness to challenge management and challenge assumptions, stimulate Board discussion with new, alternative insights and ideas
Risk management		Courage - willingness to deal with tough issues
Agility to move from advisor to challenger as well as being a strong supporting voice when needed		Willingness to represent the best interests of all stakeholders and objectively appraise the Board and management performance
Ability to mentor other Directors		An enquiring and independent mind
Advisory skills		Curiosity - possessing an intellectual curiosity about the Company and the trends impacting it
Strong ability to represent the Company to stakeholders		Motivation - drive and energy to set and achieve clear objectives and make an impact
		Engagement - full participation and proactive as a Board member
		Maturity and discipline to know and maintain the fine line between governance and managerial oversight
	Conscientiousness - clear personal commitment	