

**HotCopper Holdings Ltd**  
**ACN 611 717 036**  
**BOARD SKILLS MATRIX**  
**Current as at 31 August 2017**

<b>SKILL AREA</b>	<b>SPECIFIC SKILL</b>	<b>REQUIREMENTS OVERVIEW</b>	<b>RATING FOR THE CURRENT BOARD – A. PISMIRIS, G. ARGYLE, C. CHENU (LOW/MODERATE/HIGH)</b>
<b>1. RISK &amp; COMPLIANCE</b>	<b>1a. Operational Risk &amp; Compliance</b>	Identify key risks to the organisation related to each key area of operations.	High
	<b>1b. Legal Risk &amp; Compliance</b>	Ability to monitor risk and compliance and knowledge of legal and regulatory requirements.	High
	<b>1c. Financial &amp; Audit</b>	Experience in accounting and finance to analyse statements, assess financial viability, contribute to financial planning, oversee budgets and oversee funding arrangements.	Moderate / High
	<b>1d. Technology</b>	Knowledge of IT governance and systems including privacy, data management and security.	Moderate
<b>2. STRATEGY &amp; POLICY</b>	<b>2a. Strategy</b>	Ability to identify and critically assess strategic opportunities and threats to the organisation. Develop strategies in context to our policies and business objectives.	High
	<b>2b. Policy Development</b>	Ability to identify key issues for the organisation and develop appropriate policy parameters within which the organization should operate.	High
	<b>2c. Crisis Management</b>	Ability to constructively manage crisis, provide leadership around solutions and contribute to communications strategy with stakeholders.	Moderate / High
<b>3. INDUSTRY</b>	<b>3a. Industry Specific Skills</b>	Experience and knowledge with respect to the industry in which the Company operates.	Moderate / High
<b>4. MANAGEMENT &amp; LEADERSHIP</b>	<b>4a. Executive Management</b>	Experience in evaluating performance of senior management, and oversee strategic human capital planning. Experience in industrial relations and organisational change management programmes.	Moderate / High
	<b>4b. Leadership</b>	Make decisions and take necessary actions in the best interest of the organisation, and represent the organisation favourably. Analyse issues and contribute at board level to solutions.	High
	<b>4c. Negotiation</b>	Possess excellent negotiation skills, with the ability to drive stakeholder support for board decisions.	Moderate / High
<b>5. BOARD CONDUCT</b>	<b>5a. Ethics and Integrity</b>	Understand role as director and continue to self-educate on legal responsibility, ability to maintain board confidentiality, declare any conflicts.	High
	<b>5b. Contribution</b>	Ability to constructively contribute to board discussions and communicate effectively with management and other directors.	High
<b>6. PERSONAL</b>	<b>6a. Diversity</b>	Adds gender, age and/or ethnic diversity to the Board. Diversity can lead to better board outcomes.	Moderate
	<b>6b. Previous Board Experience</b>	Has director experience (past or present) on other public company or private company Boards.	High
	<b>6c. Board Training</b>	Has completed formal training in director role and duties including training in governance and risk.	Moderate