

# Board Skills Matrix

## High calibre membership with an appropriate mix and diversity of skills and experience

- The Directors have a mix of local and international experience and expertise, as well as specialised skills to assist with decision making to effectively govern and direct the organisation for the benefit of securityholders. The skills matrix assists the Board with succession planning and professional development initiatives for Directors.
- The table below is a subset of the skills and experience considered by the Board to be important for its Directors to have collectively. The Board considers that Governance, Strategy, People & Culture, Financial Acumen, Risk Management are core skills which 100 per cent (all) Directors have self-assessed as being within their core competencies.

Skills / Experience	Comments	Michael Ullmer	Jane Hemstritch	Nicola Wakefield Evans	David Craig	Phil Coffey	Elizabeth Proust	Robert Welanetz (based in US)	Anthony Lombardo	Nicholas Collishaw <sup>1</sup>	Margaret Ford <sup>2</sup> (based in UK)	Total
<b>Industry Experience</b>	Experience in one or more of LL's operating segments of <b>Property, Construction and Investments</b>	✓ Investments	-	✓ Investments	✓ Property & Investments	✓ Investments	✓ Investments	✓ Property Investments Construction	✓ Property Investments Construction	✓ Property Investments Construction	✓ Property Investments Construction	<b>9 of 10</b>
<b>International Operations</b>	Experience working in or managing key clients/teams in <b>LL offshore regions</b> (other than AU)	✓ Asia, Europe, US	✓ Asia, Europe	✓ Asia, US	✓ Asia, US	✓ Asia, Europe, US	✓ Europe	✓ Asia, Europe, US	✓ Asia, Europe, US	✓ Europe, US	✓ Europe	<b>10 of 10</b>
<b>Executive Leadership</b>	Performed a senior executive role for a considerable time – <b>last executive role shown</b>	✓ Deputy CEO	✓ Managing Director	✓ Managing Partner	✓ CFO	✓ Deputy CEO	✓ Managing Director	✓ CEO	✓ CEO (current)	✓ CEO	✓ Managing Director	<b>10 of 10</b>
<b>ESG</b>	Experience in assessment strategy and performance against environmental, social and governance criteria	✓	-	✓	-	✓	-	✓	✓	✓	-	<b>6 of 10</b>
<b>Legal</b>	Identifying and resolving legal and regulatory issues, and advising the Board on these matters	-	-	✓	-	-	✓	-	-	-	-	<b>2 of 10</b>
<b>Technology</b>	Experience via direct line accountability for managing significant technology functions or major project implementations	-	✓	✓	✓	✓	-	-	✓	-	✓	<b>6 of 10</b>

1. Nicholas Collishaw will join the Board from 1 December 2021

2. Margaret Ford is an independent advisor to the Board and has flagged a willingness to re-join the Board once COVID-19 restrictions have subsided