

**BOARD SKILLS MATRIX**

Priority Legend	
High	3
Medium	2
Low	1

Skill / Competency	Level of Importance	Current Board Representation 2019/20
<b>Board of Director Experience</b> The Board should collectively comprise directors who demonstrate competence and experience at Board level and who have held or currently hold directorships on other boards, particularly ASX-listed companies.	3	5
<b>Strategy</b> Ability to think strategically and identify and critically assess strategic opportunities and threats and develop effective strategies in the context of the strategic objectives of BlackWall.	3	5
<b>Financial</b> Qualifications and experience in accounting and/or finance and the ability to: <ul style="list-style-type: none"> <li>• analyse key financial statements</li> <li>• critically assess financial viability and performance</li> <li>• contribute to strategic financial planning</li> <li>• oversee budgets and the efficient use of resources</li> <li>• oversee funding arrangements and accountability.</li> </ul>	2	5
<b>Capital Raising</b> Knowledge of capital markets and experience with raising money from wholesale and sophisticated investors as well as from the public and retail clients.	2	5
<b>Commercial Experience</b> A broad range of commercial/business experience, preferably with listed entities and funds management.	3	5
<b>Industry Knowledge</b> The Board should comprise extensive experience in property (being BlackWall's core business) including but not limited to leasing, property development and property management.	3	5
<b>Stakeholder engagement</b> High level reputation and networks in the local community and investors including with retail investors, service providers and regulators and the ability to effectively engage and communicate with those stakeholders.	2	5

<p><b>Leadership</b></p> <p>Inherent leadership skills including the ability to:</p> <ul style="list-style-type: none"> <li>• appropriately represent the organisation</li> <li>• set appropriate Board and organisational culture</li> <li>• make and take responsibility for decisions and actions.</li> </ul>	3	5
<p><b>Legal</b></p> <p>General experience with legal principles around property, capital raising and funds management.</p>	1	5
<p><b>Risk Management</b></p> <p>Ability to identify key risks to the organisation in a wide range of areas including legal and regulatory compliance, and monitor risk and compliance management frameworks and systems.</p>	2	5
<p><b>Succession Planning</b></p> <p>Some age diversity should be sought among directors to bring different generational perspectives to the Board's deliberations and to facilitate succession planning.</p>	1	5