

The GO2 People Ltd Board Skills Matrix

As at 30 September 2021

Competencies		Darren Cooper (Board Chair)				Rob Stockdale (NED)				Tony Fitzpatrick (NED)			
		Limited Knowledge	General Knowledge	Demonstrated Understanding	Demonstrated Understanding & Proven Delivery	Limited Knowledge	General Knowledge	Demonstrated Understanding	Demonstrated Understanding & Proven Delivery	Limited Knowledge	General Knowledge	Demonstrated Understanding	Demonstrated Understanding and Proven Delivery
Strategy	Ability to debate assumptions. Think strategically and identify and critically question strategic opportunities and threats in the context of the strategic objectives of the Company's relevant risk appetite, policies and priorities.				✓				✓				✓
Policy	Ability to identify key issues and opportunities for the Company within the Employment and training sectors and debate appropriate policies to define the parameters within which the organisation should operate. Experience in integrating environmental, social and governance (ESG) principles into company decision-making, working/dealing in a legal and/or regulatory environment.			✓				✓					✓
Finance	Qualifications and experience (including ASX) in accounting and/or finance and the ability to: analyze key financial statements, critically assess financial viability and performance, contribute to strategic financial planning with an oversight of funding arrangements and accountability.				✓			✓					✓
Risk	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.			✓				✓					✓
Executive	Evaluating the performance of the MD/CEO and senior executive management, overseeing strategic human capital planning, industrial relations, restructuring business turnarounds, organizational change management programs including business integration (from M&A) and sustainable success in business at a senior level.				✓				✓				✓
HR	Board Remuneration Committee membership or, succession planning, remuneration and talent management (including incentive programs, superannuation etc), the legislative and contractual framework governing remuneration and, the legislative framework workplace relations.			✓				✓					✓
HSC	Workplace health and safety and environmental, implementing health, safety and wellbeing strategies, proactive identification and prevention of health, safety and environmental risks.			✓				✓					✓
Commercial	A broad range of commercial/business experience, preferably in the small to medium enterprise context, in areas including communications, marketing, branding and business systems, practices and improvement.			✓				✓					✓
Industry Knowledge	Experience with Employment Services, RTO, Recruitment (Federal and State).			✓					✓				✓
Innovation	Understanding the current drivers of innovation in the Employment and associated markets. Experience in delivering new product offerings in response to market demand, to achieve market leadership or to take advantage of opportunities for innovation.			✓					✓				✓
ASX engagement	Experience with ASX compliance and investor awareness.				✓			✓					✓
Client engagement	Experience in engaging with management of businesses and organisations and other customers to assess employment needs and deliver appropriate solutions and the ability to maintain positive relationships with clients over time.			✓				✓					✓
Stakeholder engagement	High level reputation and networks in the local community including with relevant industry organisations and consumer or business groups, and the ability to effectively engage and communicate with those stakeholders.				✓			✓					✓
Marketing	Knowledge of and experience in marketing strategies to business clients with the outcome of sustainable advancement of shareholder value.			✓				✓					✓
Integrity and Ethics	A commitment to: understanding and fulfilling the duties and responsibilities of a director, and maintain knowledge in this through professional development, putting the Company's interests before any personal or shareholder interests, acting in a transparent manner and declaring any activities or conduct that might be a potential conflict and maintaining Board confidentiality at all times.				✓				✓				✓
Board dynamics and communicator	The ability to: listen to, and constructively and appropriately debate, other people's viewpoints, develop and deliver cogent arguments and communicate effectively with a broad range of stakeholders.				✓			✓					✓
Constructive questioner	The preparedness to ask questions and challenge management and debate assumptions and peer directors in a constructive and appropriate way about key issues.				✓			✓					✓
Contributor and team player	The ability to work as part of a team and demonstrate the passion and time to make a genuine and active contribution to the Board.				✓				✓				✓
Commitment	A visible commitment to the purpose for which the Company strategy, objectives and its on-going success.				✓				✓				✓
Influencer and negotiator	The ability to negotiate outcomes and influence others to agree with those outcomes, including an ability to gain stakeholder support for the Board's decisions.				✓			✓					✓
Critical and innovative thinker	The ability to critically analyze complex and detailed information, readily distil key issues, and develop innovative approaches and solutions to problems.				✓				✓				✓
Leader	Innate leadership skills including the ability to: support management, appropriately represent the organisation, set appropriate Board and organisation culture and make and take responsibility for decisions and actions.				✓			✓					✓