



Cobram Estate Olives Limited – 2023 Board Skills Matrix

Skill	Scope	Experience
Leadership & HR Management	Make decisions and take necessary actions in the best interest of the CBO and represent the company favourably. Analyse issues and contribute at board level to solutions. Experience in evaluating performance of senior management and oversee strategic human resource planning. Experience in industrial relations and organisational change management programmes.	7/7
Food / Agriculture	Specific industry experience, knowledge and expertise gained within an agricultural and or food business of significant scale and with a focus on health and sustainability.	7/7
Finance Audit Assurance & Risk	Experience in accounting and finance to analyse statements, assess financial viability, contribute to financial planning, oversee budgets, and oversee funding arrangements. Experience in identification, monitoring and management of material financial and non-financial risks and understanding, implementation and oversight of risk management frameworks and controls.	5/7
Marketing & Sales	Knowledge and experience in the retail and consumer goods industry, including sales, brand development, customer relationships and supply chain.	5/7
Corporate Strategy	Experience in corporate planning, including identifying and analysing strategic opportunities and threats, developing, implementing, and delivering strategic objectives and monitoring performance against strategic objectives.	6/7
Corporate Governance	Experience in and commitment to the highest standards of corporate governance and includes experience as a director or senior executive in a listed company, large organisation, or government body.	7/7
Business Experience	Business experience in a senior executive level within a large business that is subject to rigorous governance and risk management standards.	7/7
Sustainability, Science & Health	Understanding and experience in sustainability best practices to manage the impact of business operations on the environment and community and expertise in community and stakeholder relations.	4/7
Public Policy	Experience in the management and oversight of compliance with legal and regulatory requirements and/or experience in the development, implementation, and review of regulatory and public policy, including professional experience working or interacting with government and or regulators.	7/7