Skills Matrix

Farmlands

RH (Rob Hewett), AP (Andrew Priest), DS (Dawn Sangster), GB (Grey Baldwin), JJ (John Journee), WC (Will Clarke), MO (Mark O'Donnell)

Critical	RH	AP	DS	GB	JJ	WC	MO	Experts
Corporate governance experience	EXP	ADV	EXP	EXP	EXP	ADV	EXP	5
Commercial & Financial oversight	EXP	EXP	ADV	EXP	EXP	EXP	EXP	6
Strategy oversight	EXP	EXP	ADV	EXP	EXP	GEN	ADV	4
Major change and transformation oversight	EXP	ADV	GEN	GEN	EXP	GEN	EXP	3
Safety oversight	ADV	EXP	EXP	GEN	ADV	ADV	EXP	3
Risk management oversight	EXP	EXP	ADV	GEN	ADV	ADV	ADV	2
Merchandising and Supply Chain oversight	EXP	GEN	GEN	GEN	EXP	GEN	GEN	2
Technology oversight (Core Technology, Digital, AI and Data)	GEN	GEN	GEN	ADV	EXP	GEN	ADV	1

General

Agriculture oversight	EXP	EXP	EXP	EXP	LIM	EXP	GEN	5
Customer management / Farmer shareholders engagement	EXP	ADV	EXP	EXP	LIM	EXP	GEN	4
People & Culture oversight	EXP	EXP	ADV	LIM	EXP	GEN	EXP	4
Membership based organisation experience	EXP	LIM	EXP	EXP	LIM	ADV	ADV	3
Mergers, acquisitions and divestments oversight / Joint venture experience	EXP	EXP	GEN	EXP	EXP	GEN	EXP	5
Sustainability / Environmental oversight	EXP	ADV	ADV	ADV	GEN	ADV	ADV	1
Innovation and disruption oversight	ADV	ADV	GEN	ADV	EXP	GEN	EXP	2
Retail oversight / Sales and B2B account management oversight	GEN	GEN	GEN	GEN	EXP	GEN	EXP	2
Te Ao Māori / Te Reo relationships	LIM	EXP	LIM	ADV	LIM	LIM	LIM	1

Lim (Limited): Basic awareness, little hands-on experience. **Gen (General):** Working knowledge, can follow and contribute to discussion.
Adv (Advanced): Deep experience, can challenge and guide the board on it. **Exp (Expert):** Recognised authority, could lead the topic or advise the board on it.