

**BROKEN HILL MINES LIMITED**

ACN 652 352 228
(COMPANY)

BOARD SKILLS MATRIX

[Note: The below table is for public disclosure – it reports collectively across the Board as a whole, without identifying the presence or absence of a particular skill by a particular director. A separate table for internal use is provided on the following page which allows for completion on an individual director basis.]

Skill	Requirements overview	Present on Board (Y/N)
Risk & Compliance	Identify key risks to the organisation related to each key area of operations. Ability to monitor risk and compliance and knowledge of legal and regulatory requirements.	
Financial & Audit	Experience in accounting and finance to analyse statements, assess financial viability, contribute to financial planning, oversee budgets, oversee funding arrangements.	
Strategy	Ability to identify and critically assess strategic opportunities and threats to the organization. Develop strategies in context to our policies and business objectives.	
Policy Development	Ability to identify key issues for the organisation and develop appropriate policy parameters within which the organization should operate.	
Technology	Knowledge of IT governance including privacy, data management and security.	
Executive Management	Experience in evaluating performance of senior management, and oversee strategic human capital planning. Experience in industrial relations and organizational change management programmes.	
Industry Specific	Experience and knowledge with respect to the industry/business areas in which the Company operates.	
Leadership	Make decisions and take necessary actions in the best interest of the organisation, and represent the organisation favourably. Analyse issues and contribute at board level to solutions.	
Ethics and Integrity	Understand role as director and continue to self educate on legal responsibility, ability to maintain board confidentiality, declare any conflicts.	
Contribution	Ability to constructively contribute to board discussions and communicate effectively with management and other directors.	
Negotiation	Possess excellent negotiation skills, with the ability to drive stakeholder support for board decisions.	
Crisis Management	Ability to constructively manage crisis, provide leadership around solutions and contribute to communications strategy with stakeholders.	
Diversity	Equal gender representation should be a priority as diversity leads to better board outcomes.	
Previous Board Experience	The Board's directors should have extensive director experience and have completed formal training in governance and risk.	

[Note – Internal use only]

Skill	Requirements overview	Director Name 1	Director Name 2	Director Name 3	Director Name 4
Risk & Compliance	Identify key risks to the organisation related to each key area of operations. Ability to monitor risk and compliance and knowledge of legal and regulatory requirements.				
Financial & Audit	Experience in accounting and finance to analyse statements, assess financial viability, contribute to financial planning, oversee budgets, oversee funding arrangements.				
Strategy	Ability to identify and critically assess strategic opportunities and threats to the organisation. Develop strategies in context to our policies and business objectives.				
Policy Development	Ability to identify key issues for the organisation and develop appropriate policy parameters within which the organization should operate.				
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Diversity	Equal gender representation should be a priority as diversity leads to better board outcomes.				
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[Ratings can also be scaled based on high (3), medium (2) and low (1) level of knowledge/experience with a particular category]