

BOARD SKILLS MATRIX 2026

#	Skill	Average
1.	Industry & drug development process	4.4
2.	ASX listing rules/governance/legal	3.6
3.	Pharmaceutical strategy	4.4
4.	Global capital markets and dealings	3.2
5.	Management of multiple commercial partners	4.2
6.	Global pharmaceutical regulatory process	3.8
7.	M&A/commercial licensing	4.2
8.	Global commercialisation/sales force	2.8
9.	Global reimbursement/pricing	2.6
10.	CEO/Chair/senior executive experience	4.6
11.	Financial/accounting	3.2
12.	Risk management	4.4
13.	HR law/management/remuneration	3.6
14.	Information technology / AI / Cybersecurity	2.8
15.	Global PR, communications, marketing	3.6
16.	Environmental, Social and Governance (ESG)	2.8
	Average	3.60

Ranking system

Score	Skill Level	Description
5	Expert	Primary qualification and/or extensive experience
4	Proficient	Capable with some training and/or experience
3	Demonstrating	Some exposure and able to perform at basic level
2	Basic	Limited in ability or basic knowledge
1	None/Low	Low or no exposure or experience