



Board Skills Matrix

Rubicon Water Limited (CAN 651 852 470)

Adopted by the Board on 12 July 2021

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1 Board and Skills Matrix

In considering the appointment or recommendation for appointment of directors, the board of directors of Rubicon Water Limited (the Company) has regard to the Board Skills Matrix set out below. The Board seeks to collectively represent a balance of skills.

All Directors are expected to actively support the following core values of the Company:

- **Collaboration** – We work collectively to achieve the best outcomes for our customers.
- **Innovation** – Our creative ingenuity makes us better, faster, first.
- **Commitment** – We are fully committed to delivering on our promises.
- **Respect** – We respect and value everyone we work with, and the contribution that they make.
- **Engagement** – We all work with purpose, care and pride.

All Directors are expected to work diligently to safeguard the long-term interests of the Company and its value to Shareholders. All Directors must demonstrate a track record of ethical leadership and accountability, of operating successfully in an environment of challenge and collegiality, and of understanding commercial risk/return trade-offs. Particular skills and experience which need to be adequately represented include (not in priority order):

1.1 Industry knowledge / Experience

- (a) Industry knowledge
- (b) Knowledge of sector
- (c) Knowledge of broad public policy direction
- (d) Understanding of government legislation / regulatory processes

1.2 Technical skills / experience

- (a) Accounting / finance
- (b) Risk and compliance
- (c) Legal
- (d) Technology
- (e) Funding, M&A and capital management
- (f) Human resource management
- (g) Strategy development and implementation
- (h) Situation analysis and decision-making processes
- (i) CEO / C-suite
- (j) Marketing
- (k) Corporate social responsibility

1.3 Governance Competencies

- (a) Listed board directorship

- (b) Financial literacy
- (c) Strategic thinking / planning from a governance perspective
- (d) Executive performance management – management of the CEO
- (e) Governance-related risk management experience
- (f) Compliance focus
- (g) Profile / reputation

1.4 Behavioural Competencies

- (a) Values aligned to the Company
- (b) Collaboration
- (c) Innovation
- (d) Ability and willingness to challenge and probe
- (e) Understanding of difference between Board and CEO
- (f) Common sense and sound judgement
- (g) Integrity and high ethical standards
- (h) Mentoring abilities
- (i) Interpersonal relations
- (j) Listening skills
- (k) Verbal communication skills
- (l) Understanding effective decision-making processes
- (m) Willingness and ability to devote time and energy to the role



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