

ASX:ACF – BOARD SKILLS MATRIX

The Board of Acrow Formwork and Construction Services Limited (**Company**) (ASX:ACF) is comprised of directors with a broad range of technical, commercial, financial and other skills, experience and knowledge relevant to overseeing the business of a formwork and scaffolding hire company.

The composition of the Board will be reviewed on an annual basis with reference to the Company’s skills matrix which is used as a tool to assess the appropriate balance of skills, experience, independence and diversity necessary for the Board to discharge its duties and responsibilities effectively.

A summary of the collective skills, experience, independence and diversity of the Board is set out below and is current as of September 2022.

The Company seeks to achieve a collectively “high” level of skill, professional experience or expertise across all of the categories identified in its matrix. Where there are gaps in the skills of the Board, these are filled through the employment of suitably experienced senior executives and/or the engagement of professional experts and consultants.

			Skills, Experience and Expertise																				Diversity								
Name	Position	Independent	Industry		Technical Skills and Experience							Governance				Behavioural Competencies						Ethnicity	Age	Gender							
			Relevant Industry experience	Product Development Operations	Commercial and Operations	Strategy development and implementation	Finance/accounting	M&A	Capital Markets	Legal	Human Resources	Health, Safety and Environment	Investor/Public Relations	Financial Literacy	Strategic thinking from a governance perspective	Risk Management	Compliance focus	Collaborative	Ability and willingness to probe and challenge	Common sense and sound judgement	Integrity and high ethical standards				Mentoring abilities	Effective Decision making	Willingness and ability to devote adequate time and energy to the role	Interpersonal relations	Listening skills	Verbal communication skills	
Average			80%	2.4	1.8	2.4	2.8	2.4	2.2	2.2	1.8	2.2	2.4	2.0	2.6	2.4	2.4	2.6	3.0	2.8	3.0	3.0	2.6	2.8	3.0	2.8	2.4	3.0		61	M = 60% F = 40%

Skills Ratings:

- 3** High level of skill, professional experience or expertise
- 2** Competent level of skill, professional experience or expertise
- 1** Developing level of skill, professional experience or expertise
- 0** No skill, professional experience or expertise