



### Board composition matrix

The Committee for Brisbane is a member-led, independent and not-for-profit organisation, established to further the vision of Brisbane as the world's most liveable place. Our Board is comprised of volunteers who are passionate about the liveability of the Brisbane city-region and generously give their time and insights for the benefit of the organisation and region more broadly.

The Committee for Brisbane takes a principles-based approach to its Board make up, with the ideal group of Directors representing the diversity of the organisation's membership. It is a basic expectation that all Directors will bring a respectful, inquisitive mindset, open mindedness and commitment to furthering the vision of the Committee for Brisbane. Directors will also be required to obtain a Director ID and fulfill the officeholder requirements of ASIC.

Beyond basic expectations, the Board has determined, against the AICD suggested measures of *essential* and *desirable*, the level of importance of the core skills, industry knowledge and corporate experience to be held by the desired overall group of Directors.

Ideally, an overall balance of skills, qualities and organisation size and sector will be achieved through the direct election of seven Directors at the organisation's Annual General Meeting. The composition matrix will be provided as part of the Board nomination pack, providing full disclosure of the desired composition.

If the desired composition of the group of Directors is not met by the seven Elected Directors, the Board may appoint up to an additional two Appointed Directors to meet any identified gaps.

It is anticipated the matrix below will assist in identifying gaps in skills, knowledge and attributes, and guide the appointment of any additional Directors.

It should be noted that some identified gaps may be addressed through further professional development and training of individual Directors or the Board holistically, while others may be 'purchased'.

### Target composition- overall Board

E- Essential D- Desirable D\*- Desirable, noting these skills can potentially be purchased

| Area                    | Description                                                                                            | Importance |
|-------------------------|--------------------------------------------------------------------------------------------------------|------------|
| Skill area              |                                                                                                        |            |
| Governance & Leadership | Experience in senior leadership roles, including responsibilities for people management and successful | E          |

|                                      |                                                                                                                                                                                           |    |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
|                                      | implementation of change. Understanding of governance structures and operating environment                                                                                                |    |
| Legal & Regulatory                   | Understanding of legal concepts and frameworks applicable to the Committee for Brisbane. Experience working or interacting with relevant regulators                                       | E  |
| Financial Acumen                     | Ability to read and comprehend corporate accounts, financial materials and financial reporting requirements                                                                               | E  |
| Strategy & Planning                  | Demonstrated success in developing and implementing strategic priorities, with broad stakeholder input                                                                                    | D  |
| Risk & Cybersecurity                 | Experience in implementing, managing or overseeing risk management and compliance frameworks, including cybersecurity and personal information privacy                                    | D* |
| People Management                    | Experience at a senior level in people management, including remuneration, human resources and workplace health and safety                                                                | D  |
| Media & Communications               | Experience in public and member-facing communications, including content creation for traditional and social media                                                                        | D* |
| Sponsorship & Fundraising            | Demonstrated success in attracting and securing financial support for not-for-profit or charitable organisations                                                                          | D* |
| Depth of Local Networks              | Deep understanding of the Committee for Brisbane's business and day-to-day operations. Well-connected within the broader network of business and industry within the Brisbane city-region | D  |
| Political Awareness                  | Understanding of the political landscape in which the Committee for Brisbane operates, including established relationships with elected officials                                         | D  |
| Advocacy & Campaign Experience       | Experience working with internal and external stakeholders to create and deliver targeted advocacy and campaign activities                                                                | D* |
| <b>Qualities/personal attributes</b> |                                                                                                                                                                                           |    |
| Age Diversity                        | Comprises individuals that bring a range of perspectives and opinions from different generations                                                                                          | D  |
| Cultural Diversity                   | Board comprises individuals with backgrounds that align with the diversity of the Brisbane city-region's multicultural community                                                          | D  |
| Gender Diversity                     | Board exhibits a balance of gender diversity                                                                                                                                              | E  |
| Tenure Spread                        | Board has a balance of existing and newly elected Directors to ensure a balance of corporate knowledge retention with sufficient refreshment and renewal                                  | D  |
| <b>Organisational representation</b> |                                                                                                                                                                                           |    |
| Industry/sector diversity            | Has balance of industry sectors, with no one sector representing more than 30 per cent of Directors                                                                                       | D  |
| Size of organisation                 | Board contains a balance of different sized member organisations, which may also include individuals who are not affiliated with an organisation                                          | D  |