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**This Board Skills Matrix is current as at 19 August 2025.**

The Board has adopted a skills matrix which takes account of the breadth of the Group’s business interests and the nature of the Group’s strategic focus. Skills and diversity that are relatively underweight are considered when making appointments to the Board. The table below shows the representation of expertise among the current directors for the Board as a whole.

Capabilities	Director expertise						
Industry: manufacturing and distribution, land and property development, construction and infrastructure							
Industry: New Zealand / Australia building products sector and construction materials							
Financial expertise							
Commercial depth							
Technology and digital innovation							
Sales and go-to-market							
M&A, divestments, corporate restructuring							
Environmental, social and governance							
Government, legal, regulatory							
Health and safety							
People, culture transformation							

<b>Key:</b>		Primary		Secondary
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