

Board Skills and Diversity Matrix

The skills, experience and expertise of individual directors are set out in more detail in the Company's Annual Reports.

To assist in identifying areas of focus and maintaining a skills and diverse mix in its membership, the Board utilises a skills and diversity matrix which is reviewed by the Board on a regular basis to ensure it has the skills and diversity needed to address existing and emerging business and governance issues relevant to the Company. It is an important, but not the only, basis of criteria applying to non-executive director appointments.

The Board is structured to be effective and add value, with each of the directors having broad and relevant industry experience. The following skills and diversity matrix sets out the mix of skills, experience and expertise that the Board currently has based on each director's particular qualifications and background, and the outcome of an assessment of directors' skills undertaken during the Reporting Period:

Executive Leadership and Strategy	92%
Corporate Governance and Risk Management	88%
Consumer, Brand Marketing and Sales	76%
International Operations	76%
Supply Chain, Logistics and Manufacturing	76%
Product Research, Development, Quality and Innovation	76%
People and Culture	76%
Financial Acumen	72%
Business Development, Capital Markets, Mergers and Acquisitions	68%
Health, Wellness and Beauty Sector	68%
ESG and Sustainability	68%
Digital and Technology	60%

The Board has determined that all appointments of non-executive directors are made based on their range of skills, experience, expertise and attributes that the Board considers desirable for the Company, its business and its shareholders.