

Director Skills Matrix

July 2026



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Related Documents: Board Charter

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They are hereby acknowledged.

PROPRIETARY INFORMATION

1. Director Skills Matrix

Skills and Experience Board Representation	David Trude	Andrew Hansen	David Howell	Don Rankin	Lisa Pendlebury	Rebecca Wilson
Executive and strategic leadership Proven senior executive experience (CEO, MD, or equivalent), with responsibility for setting strategy, managing senior teams, evaluating performance, and delivering long-term shareholder value.	4	4	4	3.5	3	4
Financial / Accounting Formal qualification (CA/CPA) and/or senior finance leadership (CFO, Audit Partner, or equivalent), with expertise in financial reporting, taxation, capital allocation, and strategic financial planning.	3	4	3	4	3	2.5
Risk Management/Legal & Compliance Board or senior executive experience in identifying, assessing, and managing key risks, including legal, regulatory, compliance and governance risks.	3	4	3	3.5	3	2
Corporate Governance and Sustainability Deep understanding of corporate governance frameworks, board practices, and ESG principles, including oversight of climate change risks and disclosures, sustainability strategy, and stakeholder accountability.	3	4	2.5	3.5	3	3.5
Acquisitions/ Business Development Experience in M&A and implementation, and knowledge and experience in business development, including corporate restructuring to support strategic growth.	3	4	3.5	3.5	4	3
ASX/ Listed Company Experience Understanding of regulatory requirements and governance practices specific to publicly listed companies.	4	4	3.5	3.5	4	4
Governance and Board Prior experience as a Board member, industry or membership of governance bodies.	4	4	3.5	4	3	4

Skills and Experience Board Representation	David Trude	Andrew Hansen	David Howell	Don Rankin	Lisa Pendlebury	Rebecca Wilson
International Business Knowledge of global business practices, cultural differences, and international market dynamics to enable effective expansion and operations across borders.	3	4	3.5	3.5	3	3
People and Culture Understanding of human resources management, organisational culture, remuneration and incentive programs and ethical conduct to foster a positive and high- performance work environment.	3	4	4	3.5	3	3
Remuneration Remuneration Committee membership or experience in relation to remuneration, including incentive programs.	4	4	4	3.5	4	3.5
Sales, Marketing, Communications Leadership in brand strategy, customer engagement, digital marketing, or communications, with a focus on stakeholder trust and market growth.	4	4	3.5	3	3	4
Industry – IT Significant executive or board-level experience in software, IT, energy billing, or telecommunications, with insight into industry-specific opportunities, challenges, and regulatory frameworks.	3	4	3	3	1	3
General Commercial experience / Business Acumen Broad senior executive or board experience across multiple industries, with demonstrated judgement in operational, financial, and strategic decision-making.	4	4	4	4	3	3.5

Rating key

4 - Very strong | 3 - Strong | 2 - Medium | 1 - Some | 0 - No significant experience

2. Director Tenure

Director	Role / Committee Memberships	Year Appointed	Tenure (Years)	Gender
David Trude Non Executive Director	Chairperson	2011	15	M
Andrew Hansen Global CEO & Managing Director		2000	26	M
David Howell Non Executive Director	Audit & Risk Committee Member Remuneration Committee Chairperson	2018	8	M
Don Rankin Non Executive Director	Audit & Risk Committee Chairperson	2019	7	M
Lisa Pendlebury Non Executive Director	Audit & Risk Committee Member Remuneration Committee Member	2022	4	F
Rebecca Wilson Non Executive Director	Remuneration Committee Member	2024	2	F

3. Governance & Remuneration Highlights

Board Gender Diversity

As at 30 June 2026, the Hansen Board comprises six directors, including two women and four men, equating to 33% female representation. Ahead of the ASX Corporate Governance Council's 30% guideline.

Board Succession Planning

The Board recognises that several directors, including the Managing Director and certain long-tenured non-executive directors, have served beyond the 12-year independence reassessment threshold. A structured succession planning process, is in place to ensure ongoing renewal, balance of perspectives, and the retention of core industry expertise. This process includes phased Board refreshment and proactive Director search to meet evolving governance expectations.

CEO Shareholding

Proxy advisers increasingly expect CEOs to maintain significant shareholdings in their companies. As Hansen's founder and Managing Director, Mr Andrew Hansen holds a substantial equity stake that far exceeds these expectations, providing strong and direct alignment with long-term shareholder interests.

Board Skills

The Hansen Board brings a broad mix of strategic, financial, industry and governance expertise, with directors recognised for their high calibre, commercial judgement and international experience. This depth of capability enables the Board to provide effective oversight of strategy, risk, sustainability and capital allocation on behalf of shareholders.

4. Policy Review Log

Version:	Date of Review:	Description of changes made:	Approved by:
2025.1	Sep 2025	Updated to include aggregate details by Director	Global General Counsel
2026	July 2026	Updated to reflect new board composition and 2026 Director Skills assessment	Global General Counsel