



ICAR

Board Skills Matrix

	3
	2
	1

This tool is designed to help boards assess the level of experience each director has in various skill areas, as well as the overall composition of the board as it relates to diversity.

Directions: In the *Skills/Experience Section* , rate each board director using a scale of High(3) to Low/Not Applicable (1) to reflect the level of experience possessed in a particular area. In the *Demographic Background Section* , enter the qualifications as it relates to each director.

Board Members														Financial Inspectors	
	Daniel Lefebvre	Niels Henning Nielsen	Laurent Journaux	Antonio Martins	Frido Hamoen	Josef Kucera	Joao Durr	Nora Hammer	Tone Roalkvam	Jason Archer	Martin Burke	Laurent Griffon	Ernst Bohlсен		
Term Expiration Date															
Enter Month Year (Term #)	Jun 2024 (2)	Jun 2022 (2)	Jun 2022 (2)	Jun 2022 (1)	Jun 2022 (1) *	Jun 2024 (1)	Jun 2025 (1)	Jun 2025 (1)	Jun 2025 (1)	Jun 2025 (1)	Dec-2022	Jun 2024 (1)	Jun 2023 (1)		
Skillset/Competencies															
Board of Director Experience	3	3	3	1	2	3	2	1	3	3	1	1	3		
Industry Network	3	3	2	2	2	2	3	3	2	3	2	2	2		
Financial	2	3	2	2	3	2	2	2	1	2	2	2	3		
Human Resources	2	3	2	2	2	2	3	3	3	2	3	2	3		
Lobbying	1	1	2	1	2	2	1	3	1	1	1	2	1		
Marketing/PR	1	1	1	1	3	3	2	3	1	2	2	1	2		
Organizational Management	3	2	2	3	3	3	3	3	3	3	3	2	3		
Risk Management	2	2	2	2	2	2	2	1	2	2	2	2	2		
Strategic Planning	2	2	2	2	3	2	3	2	3	2	2	1	2		
Technology/IT	2	2	3	2	3	2	2	1	2	1	2	3	1		
Fluent English	3	2	1	1	2	2	3	2	2	3	3	1	2		
Industry Knowledge															
DHI Mgt	3	3	1	3	3	3	3	2	3	1	3	1	3		
Genetics/Genomics	1	2	3	1	3	2	3	2	1	3	2	3	2		
Data ManagementAnalytics/AI	2	2	2	2	2	2	3	2	2	2	2	2	2		
Data Governance	2	2	2	2	3	2	3	1	2	2	2	3	2		
ID Traceability	2	2	3	3	1	2	2	2	2	1	2	2	3		
Milk Analysis	3	3	1	2	2	1	3	2	1	1	2	1	2		
On farm Autotmation/Sensor Tech	2	2	2	2	3	2	1	2	2	1	2	2	2		
Breed Association	2	2	2	3	2	3	2	3	1	2	2	3	2		
Non Dairy Cattle Species	1	1	2	2	1	2	1	2	1	3	2	3	1		
Animal Welfare	3	3	1	2	2	2	2	1	3	2	2	1	2		
Environment	2	2	1	2	2	2	2	2	2	2	2	1	2		
Demographic Background															
Gender															
Male	Yes	Yes	Yes	Yes	Yes	Yes	Yes			Yes	Yes	Yes	Yes		
Female								Yes	Yes						
Age															
25-40								X							
41-55	X		X		X	X	X			X		X	X		
56-70		X		X					X		X				
Over 70															

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MATRIX ANALYSIS (Board only)	
Average Score	Experience/Skillset
2.4	Board of Director Experience
2.5	Industry Network
2.1	Financial
2.4	Human Resources
1.5	Lobbying
1.8	Marketing/PR
2.8	Organizational Management
1.9	Risk Management
2.3	Strategic Planning
2.0	Technology/IT
2.1	Fluent English
Industry Knowledge	
2.5	DHI Mgt
2.1	Genetics/Genomics
2.1	Data ManagementAnalytics/AI
2.1	Data Governance
2.0	ID Traceability
1.9	Milk Analysis
1.9	On farm Autotmation/Sensor Tech
2.2	Breed Association
1.6	Non Dairy Cattle Species
2.1	Animal Welfare
1.9	Environment

Geographical Representation	
EU	7
North America	2
South America	0
Oceania	1
Africa	0
Asia	0