



ICAR
Board Skills Matrix

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												CE	Financial Inspectors	
Daniel Lefebvre	Niels Henning Nielsen	Antonio Martins	Josef Kucera	Joao Durr	Nora Hammer	Tone Roalkvam	Jason Archer	Laurent Griffon	Enrico Santus	To be Elected May 2023		Martin Burke	To Be Elected May 2023	Ernst Bohlisen
Term Expiration Date														
Enter Month Year (Term #)	Jun 2024 (2)	Jun 2024 (2.5)	Jun 2026 (2)	Jun 2024 (1)	Jun 2025 (1)	Jun 2025 (1)	Jun 2025 (1)	Jun 2025 (1)	Jun 2026 (1)	Jun 2026 (1)	Jun 2027 (1)	Dec-2022	Jun 2027 (1)	Jun 2023 (1)
Skillset/Competencies														
Board of Director Experience	3	3	1	3	2	1	3	3	1	3		1		3
Industry Network	3	3	2	2	3	3	2	3	2	3		3		2
Financial	2	3	2	2	2	2	1	2	2	2		2		3
Human Resources	2	3	2	2	3	3	3	2	2	2		3		3
Marketing/PR	1	1	1	3	2	3	1	2	1	2		2		2
Organizational Management	3	2	3	3	3	3	3	3	2	3		3		3
Risk Management	2	2	2	2	2	2	1	2	2	2		2		2
Strategic Planning	3	3	2	3	3	2	2	2	1	3		2		2
Technology/IT	2	2	2	2	2	1	2	1	3	2		2		1
Fluent English	3	2	1	2	3	2	2	3	2	3		3		2
Industry Knowledge														
DHI Mgt	3	3	3	3	3	2	3	1	1	2		3		3
Genetics/Genomics	1	2	1	2	3	2	1	3	3	3		2		2
Data ManagementAnalytics/AI	2	2	2	2	3	2	2	2	2	3		2		2
Data Governance	2	2	2	2	3	1	2	2	3	2		2		2
ID Traceability	2	2	3	2	2	2	2	1	2	2		2		3
Milk Analysis	3	3	2	1	3	2	2	1	1	1		2		2
On farm Auotmaton/Sensor Tech	2	2	2	2	1	2	2	1	2	2		2		2
Breed Association	2	2	3	3	2	3	1	2	3	3		2		2
Non Dairy Cattle Species	1	1	2	2	1	3	1	3	3	2		2		1
Animal Welfare	3	3	2	2	1	3	2	2	1	1		2		2
Environment	2	2	2	2	2	2	2	2	1	2		2		2
Demographic Background														
Gender														
Male	Yes	Yes	Yes	Yes	Yes			Yes	Yes	Yes		Yes		Yes
Female						Yes	Yes							
Age														
25-40						X				X				
41-55	X			X	X			X	X	X				X
56-70		X	X				X					X		
Over 70														

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

Geographical Representation	
EU	6
North America	2
South America	0
Oceania	1
Africa	0
Asia	0