



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
	Daniel Lefebvre	Joao Durr	Tone Roalkvam	Jason Archer	Laurent Griffon	Enrico Santus	Sean Coughlan	Stanislav Jas	Ida Storm	To be Elected Apr 2025	Hans Janssen	Cyril Cabrol	Martin Burke
Term Expiration Date													
Enter Month Year (Term #)	Jun 2026 (2 .5)	Mar 2025 (1)	Mar 2025 (1)	Mar 2025 (1)	Jun 2026 (1)	Jun 2026 (1)	Jun 2028 (1)	Jun 2028 (1)	Jun 2028 (1)		Jun 2027 (1)	Jun 2027 (1)	apr-2025
Skillset/Competencies													
Board of Director Experience	3	2	3	3	2	3	3	3			2		1
Industry Network	3	3	2	3	2	3	2	3			3		3
Financial	2	2	1	2	3	2	3	2			3		2
Human Resources	2	3	3	2	3	2	3	1			2		3
Marketing/PR	1	2	1	2	1	2	1	2			2		2
Organizational Management	3	3	3	3	2	3	3	2			3		3
Risk Management	2	2	1	2	2	2	2	1			2		2
Strategic Planning	3	3	2	2	2	3	2	3			2		2
Technology/IT	2	2	2	1	3	2	3	3			2		2
Fluent English	3	3	2	3	2	3		3			3		3
Industry Knowledge													
DHI Mgt	3	3	3	1	1	2	2	1			3		3
Genetics/Genomics	1	3	1	3	3	3	2	2			2		2
Data ManagementAnalytics/AI	2	3	2	2	2	3	2	2			2		2
Data Governance	2	3	2	2	3	2	2	3			2		2
ID Traceability	2	2	2	1	2	2	2	2			1		2
Milk Analysis	3	3	2	1	1	1	1	2			3		2
On farm Auotmation/Sensor Tech	2	1	2	1	3	2	2	1			1		2
Breed Association	2	2	1	2	3	3	2	3			2		2
Non Dairy Cattle Species	1	1	1	3	3	2	2	2			2		2
Animal Welfare	3	1	2	2	1	1	2	2			2		2
Environment	2	2	2	2	2	2	2	3			2		2
Demographic Background													
Gender													
Male	Yes	Yes		Yes	Yes	Yes	Yes	Yes					Yes
Female			Yes						Yes				
Age													
25-40													
41-55	X	X		X	X	X	X	X	X				
56-70			X										X
Over 70													

MATRIX ANALYSIS (Board only)	
Average Score	Experience/Skillset
2,8	Board of Director Experience
2,6	Industry Network
2,1	Financial
2,4	Human Resources
1,5	Marketing/PR
2,8	Organizational Management
1,8	Risk Management
2,5	Strategic Planning
2,3	Technology/IT
2,7	Fluent English
Industry Knowledge	
2,0	DHI Mgt
2,3	Genetics/Genomics
2,3	Data ManagementAnalytics/AI
2,4	Data Governance
1,9	ID Traceability
1,8	Milk Analysis
1,8	On farm Auotmation/Sensor Tech
2,3	Breed Association
1,9	Non Dairy Cattle Species
1,8	Animal Welfare
2,1	Environment

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

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