

Annex A - Board Skills and Experience Matrix – EMT/NXD Comparison

Key

Expert	
Advanced	
Basic	
Developing	
No Existing Experience	

The boxes below have been highlighted using the key colours to indicate the highest level of knowledge provided by the cohort in each of the respective categories.

EMT/NXD	Property, Title Deeds, Legal Ownership	Board, CEO or Senior Manager Experience	Committee Chairing	Public Sector/ Politics and Government	Private Sector
EMT Results	1 Expert 2 Advanced 2 Basic	5 Advanced	1 Expert 3 Advanced 1 Basic	2 Expert 3 Advanced	1 Advanced 3 Basic 1 Developing
NXD Results	2 Basic 3 Developing	5 Expert	4 Expert 1 Advanced	2 Expert 2 Advanced 1 Basic	4 Expert 1 Basic

EMT/NXD	Health and Social Care	Investment and Banking	Education	IT and Digital	Customer Goods and Services/Retail
EMT Results	1 Developing 4 No Existing Experience	2 Basic 3 No Existing Experience	1 Advanced 1 Basic 1 Developing 2 No Existing Experience	3 Advanced 2 Basic	1 Advanced 3 Basic 1 No Existing Experience
NXD Results	1 Expert 1 Advanced 1 Basic 1 No Existing Experience	1 Expert 1 Advanced 2 Basic 1 No Existing Experience	1 Expert 1 Advanced 1 Developing 2 No Existing Experience	1 Expert 1 Advanced 2 Basic 1 Developing	2 Expert 1 Advanced 1 Basic 1 No Existing Experience

EMT/NXD	Construction	Manufacturing and Production	Tourism	Energy and Utilities	International Business/Trade
EMT Results	3 Basic 2 No Existing Experience	1 Basic 2 Developing 2 No Existing Experience	1 Expert 1 Developing 3 No Existing Experience	2 Basic 3 No Existing Experience	1 Advanced 2 Basic 1 Developing 1 No Existing Experience
NXD Results	2 Basic 3 No Existing Experience	1 Advanced 1 Basic 3 No Existing Experience	1 Expert 1 Advanced 1 Developing 2 No Existing Experience	3 Basic 1 Developing 1 No Existing Experience	2 Expert 1 Advanced 1 Basic 1 No Existing Experience

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EMT/NXD	Business Management	Business Consultancy	Corporate Strategy - Setting and Implementation	Business Start Up and Entrepreneur	Business Sustainability and Environment Factors
EMT Results	2 Expert 2 Advanced 1 Developing	1 Advanced 3 Basic 1 Developing	1 Expert 3 Advanced 1 Basic	2 Advanced 1 Developing 2 No Existing Experience	2 Advanced 3 Basic
NXD Results	5 Expert	4 Expert 1 Advanced	4 Expert 1 Advanced	1 Advanced 2 Basic 2 Developing	3 Basic 2 Developing

EMT/NXD	Corporate Social Responsibility	Corporate Data and Research	Marketing and/or Communications	Human Resources Management	Organisational Development and Redesign
EMT Results	2 Advanced 3 Basic	4 Advanced 1 No Existing Experience	2 Advanced 2 Developing 1 No Existing Experience	2 Expert 1 Advanced 2 Basic	1 Expert 1 Advanced 3 Basic
NXD Results	1 Expert 2 Advanced 2 Basic	2 Advanced 3 Basic	2 Expert 1 Advanced 2 Basic	1 Expert 2 Advanced 2 Basic	1 Expert 4 Advanced

EMT/NXD	Organisation Transformational Change and/or Merger	Talent Management and/or Skills Development	Organisation Performance Management	Strategic Workforce and Capacity Planning	Compensation, Reward and Recognition
EMT Results	1 Expert 1 Advanced 3 Basic	2 Expert 3 Basic	2 Expert 3 Advanced	1 Expert 2 Advanced 2 Basic	2 Advanced 3 Basic
NXD Results	4 Expert 1 Advanced	1 Expert 4 Advanced	4 Expert 1 Advanced	2 Expert 2 Advanced 1 Basic	1 Expert 2 Advanced 2 Basic

EMT/NXD	Equality, Diversity and Inclusion	Bookkeeping and Accounts Management	Managing and Reviewing Budgets	Business Development/Finance Contracting and Bidding	Financial Modelling, Reporting and/or Controlling
EMT Results	3 Advanced 2 Basic	1 Advanced 4 Basic	4 Advanced 1 Basic	3 Advanced 1 Basic 1 No Existing Experience	2 Advanced 3 Basic
NXD Results	2 Expert 1 Advanced 2 Basic	2 Advanced 1 Basic 2 Existing Experience	3 Expert 2 Advanced	2 Expert 3 Advanced	1 Expert 1 Advanced 2 Basic 1 No Existing Experience

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EMT/NXD	Finance Auditing	Digital Business Strategy	Digital Transformation	Information Technology, Data Protection and Cybersecurity	Change and Programme Management
EMT Results	1 Advanced 2 Basic 1 Developing 1 No existing Experience	4 Advanced 1 Basic	4 Advanced 1 Basic	1 Advanced 4 Basic	1 Expert 3 Advanced 1 Basic
NXD Results	1 Advanced 1 Basic 1 Developing 2 Existing Experience	1 Expert 2 Advanced 1 Basic 1 Developing	1 Expert 2 Advanced 1 Basic 1 Developing	1 Advanced 2 Basic 2 Developing	2 Expert 1 Advanced 2 Basic

EMT/NXD	Digital Development and Infrastructure	Money Laundering	Health & Safety	Employment Law	Lawyer, Solicitor or Paralegal
EMT Results	3 Advanced 2 Basic	1 Advanced 3 Basic 1 No existing Experience	1 Expert 1 Advanced 3 Basic	2 Advanced 2 Basic 1 Developing	1 Expert 1 Basic 3 No Existing Experience
NXD Results	1 Expert 3 Basic 1 No Existing Experience	2 Advanced 1 Basic 2 No Existing Experience	1 Advanced 4 Basic	2 Advanced 3 Basic	1 Basic 4 No existing Experience

EMT/NXD	Corporate Risk Management	Corporate Policy and Procedures	Corporate Risk Assessment	Organisation Risk and Control Auditing	Business Contract Management
EMT Results	1 Expert 2 Advanced 2 Basic	1 Expert 2 Advanced 2 Basic	1 Expert 3 Advanced 1 Basic	1 Expert 2 Advanced 2 Basic	2 Advanced 2 Basic 1 No Existing Experience
NXD Results	3 Advanced 2 Basic	1 Expert 3 Advanced 1 Basic	1 Expert 4 Advanced	2 Expert 1 Advanced 1 Basic 1 No Existing Experience	2 Expert 1 Advanced 2 Basic

EMT/NXD	Corporate Governance	Quality Assurance
EMT Results	1 Expert 4 Advanced	4 Advanced 1 Basic
NXD Results	2 Expert 3 Advanced	2 Advanced 3 Basic