

ESSENTIAL METALS LIMITED (COMPANY)

ACN 103 423 981

BOARD SKILLS MATRIX

Current as at 24 September 2020

BOARD OF DIRECTORS: 1. Craig McGown 2. Timothy Spencer 3. Paul Payne 4. Warren Hallam	RATING GUIDE: 1. Little or no experience 2. Some knowledge/experience 3. Sound knowledge/experience 4. Qualification or extensive senior experience
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1 – INDUSTRY/RESOURCES

	Relevant Skill	Skill Description	Rating for current board
1a	Prior relevant board positions	Former or current Board experience in the resources sector.	4
1b	Industry specific experience	Expertise in exploration, development, processing, production and distribution of minerals.	4
1c	Industry specific skills & qualifications	Relevant technical qualifications or experience in metallurgy, geology, engineering, exploration and mining operations, accounting or legal fields.	4

2 – COMPLIANCE & RISK MANAGEMENT

	Relevant Skill	Skill Description	Rating for current board
2a	Operational risk & compliance	Ability to identify key risks to the organisation related to each key area of operations.	4
2b	Legal risk & compliance	Ability to monitor risk and compliance and knowledge of legal and regulatory requirements.	4
2c	Financial & audit	Experience in accounting and finance to analyse statements, assess financial viability, contribute to financial planning, oversee budgets and oversee funding arrangements.	4
2d	Technology	Knowledge of IT governance and systems including privacy, data management and security.	3

3 – CAPITAL MARKETS

	Relevant Skill	Skill Description	Rating for current board
3a	Fund management experience	Experience in investment banking, funds management or corporate advisory.	2
3b	M&A experience	Experience with M&A.	3
3c	Debt & equity raising experience	Experience with debt and equity capital raisings.	3

4 – STRATEGY & POLICY

	Relevant Skill	Skill Description	Rating for current board
4a	Strategy	Ability to identify and critically assess strategic opportunities and threats to the organisation. Develop strategies in context to our policies and business objectives.	4
4b	Policy development	Ability to identify key issues for the organisation and develop appropriate policy parameters within which the organization should operate.	4
4c	Crisis management	Ability to constructively manage crisis, provide leadership around solutions and contribute to communications strategy with stakeholders.	3
4d	Environmental, social & corporate governance	Possesses the desire to, and experience in, leading an organisation to be an industry leader in the areas of environmental, social and corporate governance.	3

5 – MANAGEMENT & LEADERSHIP

	Relevant Skill	Skill Description	Rating for current board
5a	Executive Management	Experience in evaluating performance of senior management and oversee strategic human capital planning. Experience in industrial relations and organisational change management programmes.	4
5b	Leadership	Make decisions and take necessary actions in the best interest of the organisation and represent the organisation favourably. Analyse issues and contribute at board level to solutions.	4
5c	Negotiation	Possess excellent negotiation skills, with the ability to drive stakeholder support for board decisions.	4

6 – BOARD CONDUCT

	Relevant Skill	Skill Description	Rating for current board
6a	Ethics & Integrity	Understand role as director and continue to self-educate on legal responsibility, ability to maintain board confidentiality, declare any conflicts.	4
6b	Contribution	Ability to constructively contribute to board discussions and communicate effectively with management and other directors.	4