

BOARD SKILLS MATRIX
Marenica Energy Limited (Company)
ACN 001 666 600
Current as at 26 September 2019

SKILL	REQUIREMENTS OVERVIEW	RATING FOR THE CURRENT BOARD – A BANTOCK, M. HILL AND N. CHEN (LOW/MODERATE/HIGH)
1. Operational Risk & Compliance	Identify key risks to the organisation related to each key area of operations.	High
2. Legal Risk & Compliance	Ability to monitor risk and compliance and knowledge of legal and regulatory requirements.	High
3. Financial & Audit	Experience in accounting and finance to analyse statements, assess financial viability, contribute to financial planning, oversee budgets and oversee funding arrangements.	Moderate/High
4. Strategy	Ability to identify and critically assess strategic opportunities and threats to the organisation. Develop strategies in context to our policies and business objectives.	High
5. Policy Development	Ability to identify key issues for the organisation and develop appropriate policy parameters within which the organisation should operate.	High
6. Technology	Knowledge of IT governance and systems including privacy, data management and security.	Moderate
7. Executive Management	Experience in evaluating performance of senior management and oversee strategic human capital planning. Experience in industrial relations and organisational change management programmes.	Moderate/High
8. Industry Specific Skills	Experience and knowledge with respect to the industry in which the Company operates.	High
9. 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.	High
10. Ethics and Integrity	Understand role as director and continue to self-educate on legal responsibility, ability to maintain board confidentiality, declare any conflicts.	High
11. Contribution	Ability to constructively contribute to board discussions and communicate effectively with management and other directors.	High
12. Negotiation	Possess excellent negotiation skills, with the ability to drive stakeholder support for board decisions.	High
13. Crisis Management	Ability to constructively manage crisis, provide leadership around solutions and contribute to communications strategy with stakeholders.	High
14. Diversity	Adds gender, age and/or ethnic diversity to the Board. Diversity can lead to better board outcomes.	Moderate
15. Previous Board Experience	Has director experience (past or present) on other public company or private company Boards.	Moderate/High
16. Board Training	Has completed formal training on the role and obligations of a director and on director duties including training in governance and risk.	Moderate