ATLAS PEARLS LTD (COMPANY) ACN 009 220 053 BOARD SKILLS MATRIX Current as at 28 August 2023

			RATING FOR THE CURRENT BOARD – G. Newman, T. Martin, C. Buss and J. Martins
1. RISK & COMPLIANCE	1a. Operational Risk & Compliance	Identify key risks to the organisation related to each key area of operations.	4.5
	1b. Legal Risk & Compliance	Ability to monitor risk and compliance and knowledge of legal and regulatory requirements.	4
	1c. Financial & Audit	Experience in accounting and finance to analyse statements, assess financial viability, contribute to financial planning, oversee budgets and oversee funding arrangements.	4.5
	1d. Technology	Knowledge of IT governance and systems including privacy, data management and security.	3.5
2. STRATEGY & POLICY	2a. Strategy	Ability to identify and critically assess strategic opportunities and threats to the organisation. Develop strategies in context to our policies and business objectives.	4.75
	2b. Policy Development	Ability to identify key issues for the organisation and develop appropriate policy parameters within which the organization should operate.	4.5
	2c. Crisis Management	Ability to constructively manage crisis, provide leadership around solutions and contribute to communications strategy with stakeholders.	5
3. INDUSTRY	3a. Industry Specific Skills	Experience and knowledge with respect to the industry in which the Company operates.	4.25
4. MANAGEMENT & LEADERSHIP	4a. Executive Management	Experience in evaluating performance of senior management, and oversee strategic human capital planning.	4
	4b. 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.	4.5
	4c. Negotiation	Possess excellent negotiation skills, with the ability to drive stakeholder support for board decisions.	4.5
5. BOARD CONDUCT	5a. Ethics and Integrity	Understand role as director and continue to self-educate on legal responsibility, ability to maintain board confidentiality, declare any conflicts.	5
	5b. Contribution	Ability to constructively contribute to board discussions and communicate effectively with management and other directors.	5
6. PERSONAL	6a. Diversity	Adds gender, age and/or ethnic diversity to the Board. Diversity can lead to better board outcomes.	3.5
	6b. Previous Board Experience	Has director experience (past or present) on other public company or private company Boards.	4.75
	6c. Board Training	Has completed formal training in director role and duties including training in governance and risk.	4

- 5 = all of the time/fully satisfactory
- 4 = most of the time/above average
- 3 = some of the time/average
- 2 = occasionally/below average
- 1 = hardly ever/poor