

Board Skills and Experience Matrix

Out of 4
Directors
(as at November
2021)

MINING AND RESOURCES EXPERIENCE
Resources

Senior executive experience or board experience in a mining and resources organisation or experience advising mining and resources companies 4

Exploration

Senior executive responsibility for exploration or board experience in a mining and resources organisation with exploration as a key part of its business 3

Geology

Professional qualification in geology or extensive experience in geology 2

In-Country Experience

Experience in Colombia and South America or board experience in an organisation with resources assets in South America 3

Commodity Experience

Experience in gold and copper and gold/copper concentrates or board experience in an organisation with copper and gold assets and dealing in copper/gold concentrates 3

Strategy

Senior executive experience in defining strategic objectives, constructively questioning business plans and implementing strategy using commercial judgement 4

Health and Safety

Senior executive experience in a mining and resources organisation with responsibility for health and safety, or membership of a health and safety board committee 3

Sustainability

Senior executive experience in an organisation with responsibility for sustainability, or membership of a sustainability board committee 4

LEADERSHIP
CEO Experience

CEO, Managing Director or Managing Partner experience 4

Board and Committee Experience

Director and board committee experience 4

FINANCE AND RISK
Finance/Accounting

Professional qualification in accounting, senior executive experience in financial accounting and reporting, corporate finance and internal controls or membership of an audit board committee 3

Risk Management

Senior executive experience in risk management or membership of a board committee with responsibility for risk management 4

Finance/Investment

Senior executive experience in finance, business development or mergers and acquisitions or director of a financial institution 4

Law and Government	
Professional qualification in law, extensive experience in corporate legal matters or extensive involvement with government departments	4
Governance	
Prior experience as a board member or corporate governance qualification	4
Capital Markets	
Prior experience related to capital markets and the listed equity environment	4
PEOPLE	
Human Resources	
Executive experience in human resources, or membership of a remuneration or nominations committee	4
GLOBAL EXPERTISE	
Experience working in an organisation with global operations, with exposure to a range of political, cultural, regulatory and business environments	4