

SRJ TECHNOLOGIES GROUP PLC

BOARD SKILLS MATRIX



SRJ Technologies Group Plc (SRJ) places a high standard on corporate governance and adopts best practice as set out in the ASX Corporate Governance Principles and Recommendations (Corporate Governance Principles).

The Board has adopted a Board Skills Matrix that sets out the mix of skills and diversity that the Board currently has or is looking to achieve and, in association with the Nominations and Remuneration Committee will regularly assess the independence of each non-executive director.

The Board Skills Matrix sets out the skills and experience which, in the opinion of the Directors of SRJ, are required for the proper functioning of the Board of SRJ.

To ensure that the current Directors provide the skills and experience required by the Board Skills Matrix, the Board will assess each Director's skills and experience and the current Directors as a group, against the Board Skills Matrix from time to time. It is not a requirement that each Director should present all of the skills and experience listed in the Board Skills Matrix, but the Board collectively should present all of the skills and experience listed in the Board Skills Matrix.

The Board will take account of the Board Skills Matrix and gaps or weaknesses in the Board Skills Matrix when applied to the existing Directors, when filling any Board vacancies.

Area	Sections	Detail	Importance
1. Strategy & Policy	a. 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
	b. Policy	Ability to identify key issues for the organisation and develop appropriate policy parameters within which the organization should operate.	Moderate/High
	c. Crisis Management	Ability to constructively manage crisis, provide leadership around solutions and contribute to communications strategy with stakeholders.	Moderate/High
2. Leadership & Management	a. 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
	b. 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
	c. Negotiation	Possess excellent negotiation skills, with the ability to drive stakeholder support for board decisions.	High

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Area	Sections	Detail	Importance
3. Board Conduct	a. Ethics & Integrity	Understand role as director and continue to self-educate on legal responsibility, ability to maintain board confidentiality, declare any conflicts.	High
	b. Contribution	Ability to constructively contribute to board discussions and communicate effectively with management and other directors.	High
4. Risk & Compliance	a. Operational Risk & Compliance	Identify key risks to the organisation related to each key area of operations.	High
	b. Legal Risk & Compliance	Ability to monitor risk and compliance and knowledge of legal and regulatory requirements.	High
	c. Financial & Audit	Experience in accounting and finance to analyse statements, assess financial viability, contribute to financial planning, oversee budgets and oversee funding arrangements.	High
	d. Technology	Knowledge of IT governance and systems including privacy, data management and security.	Moderate
5. Industry Experience	a. Industry specific skills	Experience and knowledge with respect to the industry in which the Company operates.	High
	b. Capital Markets	Experience and understanding of the public markets in which the company trades.	High
6. Other	a. Diversity	Adds gender, age and/or ethnic diversity to the Board. Diversity can lead to better board outcomes.	Moderate
	b. Previous board experience	Has director experience (past or present) on other public company or private company Boards.	High
	c. Board training	Has completed formal training in director role and duties including training in governance and risk.	Moderate
	d. Environment & Sustainability	Experience in environmental risk management, contributing to reducing environmental impact and continually improve environmental Performance.	High