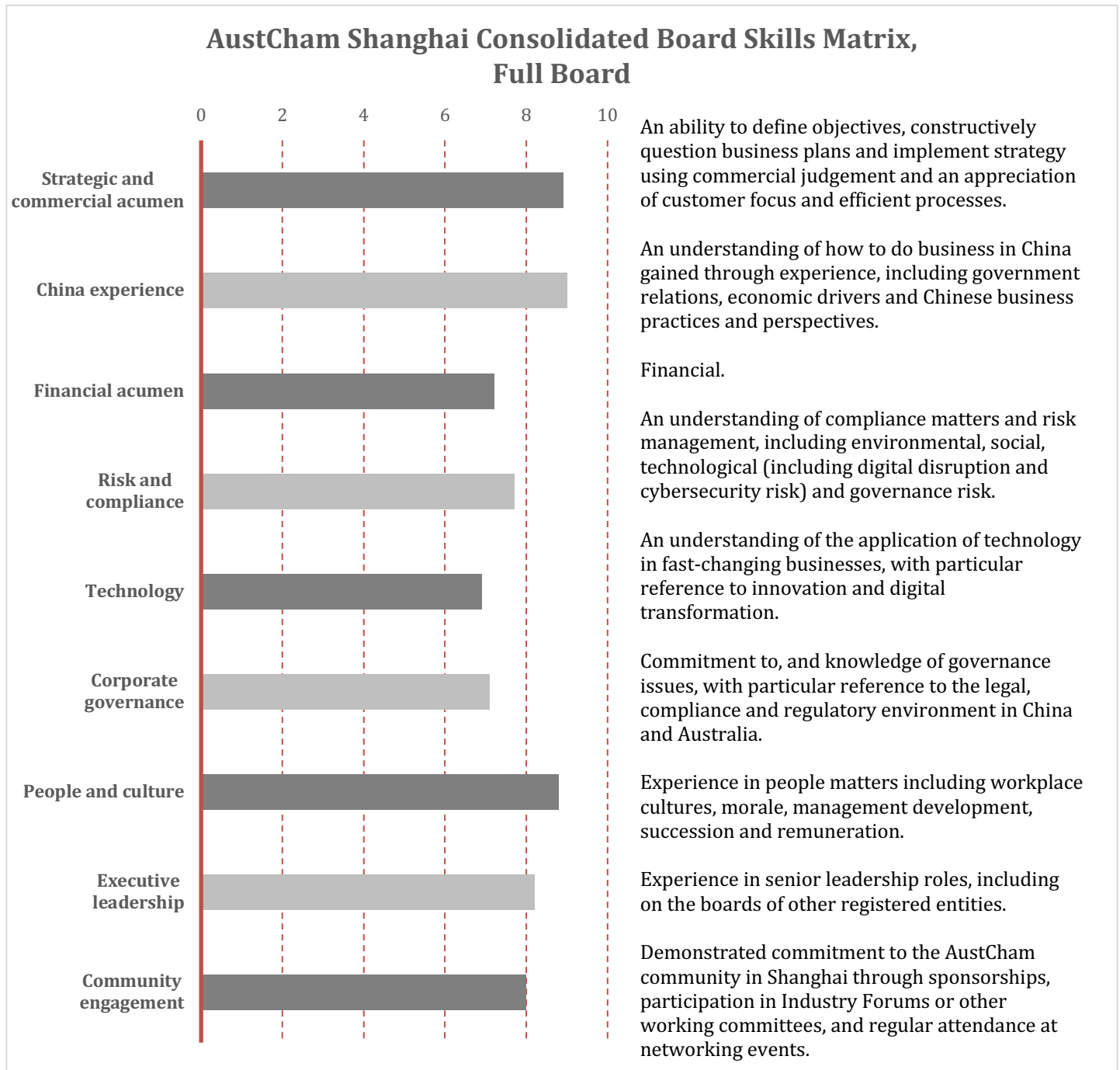


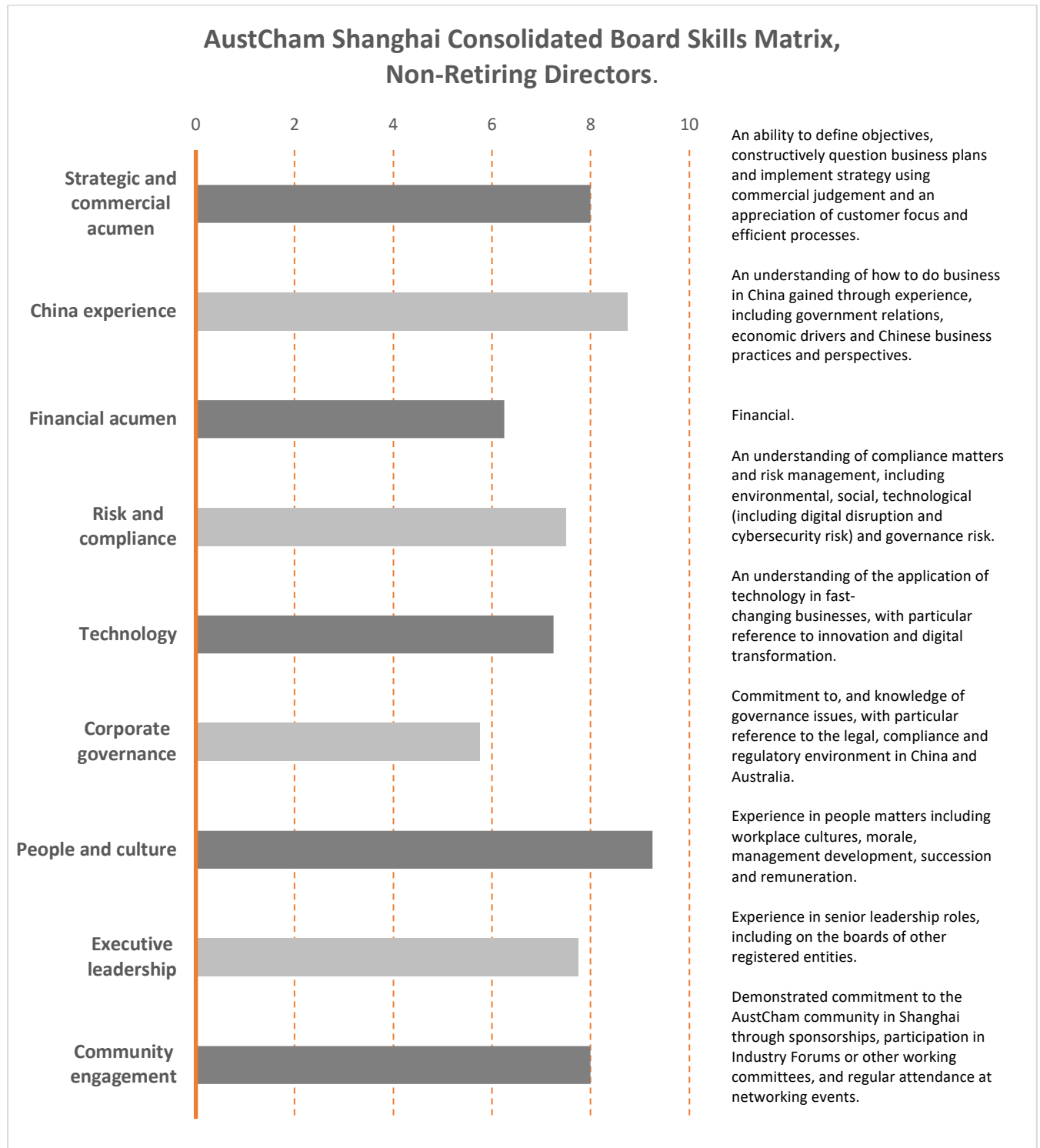
Director's Skills Matrix

The AustCham Shanghai Directors Skills Matrix was completed by individual self-assessment and consolidated in the matrix below.



The current AustCham Shanghai Board of Directors consists of 6 Elected Directors, and 3 Interim Directors across a mix of 7 industry types. Of these 9, 8 are Australian citizens and 7 are Corporate Members (2 are Platinum Corporate Members).

The matrix below represents the consolidated results of those directors continuing to serve the remaining 12 months of their two-year term on the AustCham Shanghai Board of Directors.



The Directors serving the remaining 12 months of a two-year term consist of 4 elected directors (all Australian citizens and Corporate Members).

Candidate Skills Self-Assessment

This matrix is to be completed by the Candidate, for use by the Nominations Committee only. This document shall remain confidential.

Name.....

Date.....

Signature.....

Self assessment. Please indicate with an X
10 being fully competent 0 being no competence

	0	1	2	3	4	5	6	7	8	9	10	
Strategic and commercial acumen												An ability to define objectives, constructively question business plans and implement strategy using commercial judgment and an appreciation of customer focus and efficient processes
China experience												An understanding of how to do business in China gained through experience, including government relations, economic drivers and Chinese business practices and perspectives
Financial acumen												Financial knowledge, accounting or related financial management qualifications and experience
Risk and compliance												An understanding of compliance matters and risk management, including environmental, social, technological (including digital disruption and cyber security risk) and governance risk
Technology												An understanding of the application of technology in fast-changing businesses, with particular reference to innovation and digital transformation
Corporate governance												Commitment to, and knowledge of governance issues, with particular reference to the legal, compliance and regulatory environment in China and Australia
People and culture												Experience in people matters including workplace cultures, morale, management development, succession and remuneration.
Executive leadership												Experience in senior leadership roles, including on the boards of other registered entities.
Community engagement												Demonstrated commitment to the AUSTCHAM community in Shanghai through sponsorships, participation in Industry Forums or other working committees, and regular attendance at networking events