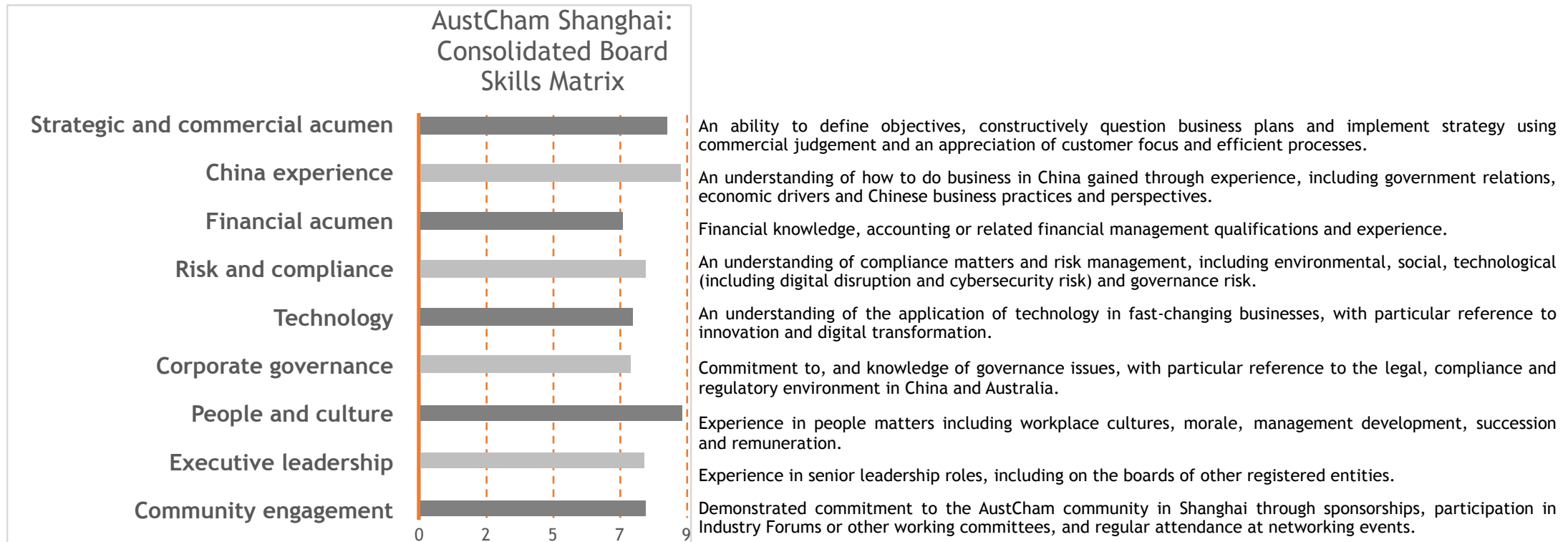


Directors Skills-Matrix

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 six elected directors and three interim director across a mix of five industry types. Of these nine, eight are Australian citizens and eight are corporate members and three are platinum members.

Directors Skills-Matrix

The matrix below represents the consolidated results of those directors continuing to serve the remaining twelve months of their two-year term on the Shanghai AustCham Board of Directors. The individuals represent two different industries which are Financial Services and Real Estate.

	Director 1	Director 2	Director 3	Average	Rounding
Strategic and commercial acumen	9	9	9	9.000	9.0
China experience	10	9	9	9.333	9.3
Financial acumen	10	10	8	9.333	9.3
Risk and compliance	9	10	7	8.666	8.7
Technology	8	8	7	7.666	7.7
Corporate governance	9	9	7	8.333	8.3
People and culture	9	10	9	9.333	9.3
Executive leadership	9	7	9	8.333	8.3
Community engagement	9	9	9	9.000	9.0
Membership Type	corporate	corporate	corporate		
Australian Citizen	Yes	Yes	Yes		

Directors Skills-Matrix

Strategic and commercial acumen - An ability to define objectives, constructively question business plans and implement strategy using commercial judgement 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 cybersecurity 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 event

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: _____

0 1 2 3 4 5 6 7 8 9 10

	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 judgement 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 cybersecurity 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.