

**Board Member Skill Set Review - 2020**

	SQ	MB	TG	AD	Gap Analysis
<b>Work experience</b>					
Board members should have a depth of experience across diverse fields which may include board, business, professional, and public sector experience, all of which will add to the dynamics of the board	✓	✓	✓	✓	Board has strong capability in this area.
<b>Directors duties</b>					
Board members should fully understand the legal and other responsibilities of a director	✓	✓	✓	✓	Board has strong capability in this area.
<b>Ethics and integrity</b>					
Board members should have the highest moral and ethical character	✓	✓	✓	✓	Board has strong capability in this area.
<b>Board participation</b>					
Board members should have the courage to ask tough questions and to voice their support of, or opposition to, proposals and actions. Board members should have personal qualities to be able to make a substantial active contribution to board deliberations	✓	✓	✓	✓	No gaps identified

<b>Availability and dependability</b>					
Board members must have sufficient time available to discharge duties of board membership. Not only should they attend meetings, but they should fully review materials and actively participate in the meetings.	✓	✓	✓	✓	No gaps identified.
<b>Compatibility</b>					
Board members should be able to develop a good working relationship with other board members and management	✓	✓	✓	✓	No gaps identified
<b>Good judgement</b>					
Board members should be able to focus on the important issues and base their decisions and actions on wisdom, sound business practice and common sense.	✓	✓	✓	✓	No gaps identified
<b>Skills</b>					
• <b>Geology</b> (mineral exploration, resource definition, project economics)	✓		☑	☑	Board has strong capability in this area.
• <b>Engineering and processing</b> (feasibility studies, mining methods, plant design)	☑			☑	Board has sufficient skill set for current stage of Chalice's growth and development as well as Chalice's future strategy.
• <b>Accounting and Financial</b> (financial statements, auditing, performance measurement, risk management, taxation, merger/acquisitions and sources of finance, project economics)	☑	✓	☑	☑	The Board has strong capability in this area.
• <b>Legal</b> (corporate law, mergers and acquisition, contracts, regulation, and intellectual property)	☑	☑	☑	☑	Board has strong capability in this area.

• <b>Human Resources</b> (compensation, employee relations, performance evaluation, and succession planning)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Board has strong capability in this area.
• <b>Operations</b> (production processes, quality management, supply chain management)	✓	✓	✓	<input checked="" type="checkbox"/>	Board has sufficient skill set for current stage of Chalice's growth and development as well as Chalice's future strategy.
• <b>Business Planning</b> (Business Plans, Market Analysis, and Strategy Development and Implementation)	✓	✓	✓	✓	Board has strong capability in this area.
• <b>Governance Skills</b> (roles and responsibilities of Directors, Board leadership/effectiveness, and Corporate Governance Legislation)	✓	✓	✓	✓	Board has strong capability in this area.
• <b>Strategic Fit</b> (Board capabilities fit with company company's current strategic objectives)	✓	✓	✓	✓	Board has strong capability in this area with the current strategy, however a change in target commodities, target maturity or geography may warrant additional expertise.
• <b>Diversity</b> (Board complies with diversity policies)					Diversity is part of the Board recruitment policy (although the Board's primary objective is to secure the best person for the job).

KEY:



Board member has specific skills, education and experience in the area



Board member has some general skills but has no specific education qualifications in the area