

BOARD SKILLS MATRIX

Westgold Resources Limited (**Westgold**) is an ASX listed company.

Westgold places a high standard on corporate governance and adopts best practice as set out in the ASX Corporate Governance Principles and Recommendations 4TH Edition (Feb 2019) (**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 Westgold, are required for the proper functioning of the Board of Westgold.

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.

SKILLS MATRIX	RATING (Low/Moderate/ High)
Strategy Demonstrated ability to develop, contextualise and execute strategic plans to deliver the desired corporate objective.	High
Executive Leadership Senior executive experience in the mining or resources industry including an in-depth knowledge of exploration, project development, operations, markets, competitors, technology and innovation.	High

SKILLS MATRIX	RATING (Low/Moderate/ High)
Technical Experience in mining and processing.	Moderate
Project Development & Operational Management Demonstrated experience in project evaluation and operational management.	Moderate/High
Capital Markets and Financing Experience in equity capital markets, fundraising and/or financing structures.	Moderate/High
M&A and/or Corporate Development Experience in planning, managing, directing or advising on mergers, acquisitions, divestments, portfolio optimisations and delivering funding solutions.	Moderate/High
Capital Project Management Experience with projects with large capital outlays and longer-term investment horizons, in both the planning and execution phases.	Moderate/High
Auditing and/or Financial Management oversight of, or qualifications and/or experience, in corporate finance, accounting and financial controls functions.	Moderate/High

SKILLS MATRIX	RATING (Low/Moderate/High)
Risk Management Experience in implementing risk management frameworks in various countries, regulatory regimes or business environments.	Moderate/High
Governance Demonstrated expertise, experience or qualifications in governance including experience with a large <\$50M business enterprise which is subject to rigorous governance standards.	Moderate/High
Legal Broad skills and experience across legal functions, including corporate M&A and mining law.	Moderate
Regulatory and Public Policy Experience in diverse political, cultural, regulatory and business environments and in influencing public policy decisions and outcomes.	Moderate
Organisational Culture Experience in reward/recognition strategy to mobilise a critical mass of people who want to be a part of a culture that builds respect, chooses safety and delivers value to shareholders and stakeholders.	High
People, Wellbeing, Inclusion and Diversity Demonstrated experience in development and implementation of programs of work to foster inclusion, promotes diversity and/or physical, emotional and financial wellbeing.	Moderate/High
Health and Safety Demonstrated management experience and a commitment to building a workplace culture that promotes health, wellbeing and safety.	High
Innovation and/or Strategic Entrepreneurship Experience in unlocking additional value through innovation and / or a commitment to improve the way things are done or what is produced.	Moderate/High

SKILLS MATRIX	RATING (Low/Moderate/ High)
<p>Global and/or International</p> <p>Experience in a global organisation or working in a non-Australian jurisdiction with international assets, business partners, cultures and communities.</p>	Moderate/High
<p>Technology, Digital Transformation and/or cyber security</p> <p>Experience or awareness of new and emerging technology or insights from industries that have been through significant technology/digital disruption or transformation.</p>	Moderate
<p>Environmental Sustainability and/or Climate Change</p> <p>Understanding of:</p> <ul style="list-style-type: none"> • matters related to land access (social licence to operate); • key matters of public concern (e.g. changing societal demands related climate change, the decarbonisation of industry and TSF management); and • the industry’s key role in land management, particularly in Australia, and the associated obligations related biodiversity conservation. 	Moderate/High
<p>Stakeholder relations and/or Activism</p> <p>Experience in socially responsible development and operation and with engaging, influencing and building positive relationships with stakeholders.</p>	Moderate