

malachite  
resources

**ASX Announcement**

**ASX Code: MAR**

**27 October 2020**

## **2020 CORPORATE GOVERNANCE STATEMENT**

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Malachite Resources Limited (ASX: MAR) is pleased to provide its 2020 Corporate Governance Statement.

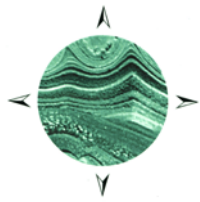
Authorised by the Board.

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## **2020 CORPORATE GOVERNANCE STATEMENT**

*This statement has been approved by the Board of the Company. The statement has been prepared as at 26 October 2020 with reference to the 3<sup>rd</sup> Edition of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations.*

### **PRINCIPLE 1: LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT**

#### **RECOMMENDATION 1.1**

**A listed entity should disclose:**

- (a) the respective roles and responsibilities of its Board and management; and**
- (b) those matters expressly reserved to the Board and those delegated to management**

The Board of Directors has been charged by shareholders with overseeing the affairs of the Company to ensure that they are conducted appropriately and in the interests of all shareholders. The Board defines the strategic goals and objectives of the Group, as well as broad issues of policy and establishes an appropriate framework of Corporate Governance within which the Board members and management must operate. The Board reviews and monitors management and the Group's performance. The Board has also taken responsibility for establishing control and accountability systems/processes and for monitoring senior executive performance and implementation of strategy.

The roles and responsibilities of the Board have been set out in a Board charter which is available on the Company's website. Amongst other things the Board charter sets out the role and responsibility of the chair of the Board.

The Board has specifically identified the following matters for which it will be responsible:

- (a) reviewing and determining the Company's strategic direction and operational policies;
- (b) review and approve business plans, budgets and forecasts;
- (c) overseeing management's implementation of the Company's strategic objectives;
- (d) appoint and remunerate the Chief Executive Officer;
- (e) review performance of the Chief Executive Officer;
- (f) approve acquisition and disposal of assets;
- (g) approve operating budgets, capital, development and other large expenditures;
- (h) ensuring that the Company has in place and appropriate risk management framework and compliance culture;
- (i) oversee the integrity of the Company's control and accountability systems;
- (j) oversee the Company's processes for making timely and balanced disclosure of all material information concerning it that a reasonable person would expect to have a material effect on the price or value of the Company's shares;
- (k) reporting to shareholders;
- (l) ensure compliance with environmental, taxation, Corporations Act and other laws and regulations; and
- (m) monitoring the effectiveness of the Company's governance practices.

The Board delegates operational authority to the Chief Executive Officer who is charged with the day to day running and administration of the Company consistent with the strategic objectives and policies as set down by the Board. Within this framework, the Chief Executive Officer is directly accountable to the Board for the performance of the management team/ external consultants.

## RECOMMENDATION 1.2

**A listed entity should:**

- (a) undertake appropriate checks before appointing a person, or putting forward to security holders a candidate for election, as a Director; and**
- (b) provide security holders with all material information in its possession relevant to a decision whether or not to elect or re-elect a Director.**

The Company does undertake checks before it appoints a person, or puts forward to shareholders a new candidate for election, as a Director. These checks include references as to the person's character, experience and education. The Company does not presently check criminal records or the bankruptcy history for potential new Board members however may consider such checks where necessary or appropriate in the future.

The Company will include all material information in its possession relevant to a decision whether or not to elect or re-elect a Director in the relevant Notice of Meeting. Information relating to each of the Directors is also provided on the Company's website.

## RECOMMENDATION 1.3

**A listed entity should have a written agreement with each Director and senior executive setting out the terms of their appointment.**

The Company has established written agreements with each of its non-executive directors which set out the terms of their appointment.

Directors are not appointed for a fixed term but are subject to re-election by shareholders at least every three years in accordance with the Constitution of the Company.

A Director appointed to fill a casual vacancy or as an addition to the Board, only holds office until the next annual general meeting of shareholders and must then retire. After providing for the foregoing, one-third of the remaining Directors (excluding a Managing Director) must also retire at each annual general meeting of shareholders.

Prior to their appointment potential directors participate in induction initiatives and are advised of the time commitment envisaged. They are also advised of remuneration entitlements, their right to seek independent legal advice at the expense of the Company (subject to the Chairman's approval) indemnity and insurance arrangements, and their confidentiality obligations.

The Company does maintain written agreements with each of its senior executives which set out a description of their position, duties and responsibilities and the terms of their appointment.

## RECOMMENDATION 1.4

**The Company Secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.**

The Company Secretary has been appointed on the basis that he will be accountable directly to the Board, through the chair, on all matters to do with the proper functioning of the Board.

All Directors of the board have access to the Company Secretary who is appointed by the Board. The Company Secretary reports to the Chairman, in particular to matters relating to corporate governance.

## RECOMMENDATION 1.5

**A listed entity should:**

- (a) have a diversity policy which includes requirements for the board or a relevant committee of the Board to set measurable objectives for achieving gender diversity**

and to assess annually both the objectives and the entity's progress in achieving them;

- (b) disclose that policy or a summary of it; and
- (c) disclose as at the end of each reporting period the measurable objectives for achieving gender diversity set by the board or a relevant committee of the Board in accordance with the entity's diversity policy and its progress towards achieving them, and either:
  - (1) the respective proportions of men and women on the Board, in senior executive positions and across the whole organisation (including how the entity has defined "senior executive" for these purposes); or
  - (2) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act.

The Company has established a Diversity Policy which is available on the Company's website.

Malachite is committed to an inclusive workplace that embraces and promotes diversity. The Company believes that in principle the promotion of diversity on its Board and within the organisation generally is good practice.

Malachite considers that diversity refers to all the characteristics that make individuals different from each other. It includes characteristics or factors such as religion, race, ethnicity, language, gender, sexual orientation, disability, age or any other area of potential difference. The Company's policy is to recruit and manage its employees on the basis of their competence, performance and potential, regardless of the individual's background or points of difference.

The Company is committed to promoting a culture of diversity in the workplace by:

- recruiting and managing on the basis of an individual's competence and performance;
- respecting the unique attributes that each individual brings to the workplace;
- fostering an inclusive and supportive culture to enable people to develop to their full potential;
- taking action where appropriate to prevent / stop bullying, discrimination or harassment;
- rewarding and remunerating fairly;
- offering flexible work practices which recognise that employees may have different domestic responsibilities throughout their career;
- maintaining policies and procedures to provide employees at all levels of the Company with guidelines for behaviour.

The Board acknowledges the benefits of and will seek to achieve diversity during the process of employment at all levels where appropriate given the size of the Company and the nature and extent of its operations and without detracting from the principal criteria for selection and promotion of people to work within the Company based on merit. Accordingly the Company has not established measurable objectives or number targets for achieving gender diversity.

At 30 June 2020 there were no women on the Board of the Company and no woman employed by the Company (the Company has only one employee).

## **RECOMMENDATION 1.6**

**A listed entity should:**

- (a) have and disclose a process for periodically evaluating the performance of the Board, its committees and individual Directors; and
- (b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.

The Company has adopted a Performance Evaluation Statement which provides an overview of the Company's approach to performance evaluation of the Board, its Committees, individual Directors and key executives.

The Board is responsible for evaluating its performance under the direction of the Chairman with reference to the achievement of corporate objectives.

The review process involves consideration of all of the Board's key areas of responsibility and accountability and is based on an amalgamation of factors including capability, skill levels, understanding of industry complexities, risks and challenges, and value adding contribution to the overall management of the business.

The Board believes that this approach is appropriate given its size and the nature of the Company's operations.

The Board has not undertaken a formal performance evaluation during the current reporting year.

#### **RECOMMENDATION 1.7**

**A listed entity should:**

- (a) have and disclose a process for periodically evaluating the performance of its senior executives; and**
- (b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.**

The Board reviews and establishes the company's performance objectives and measures based on qualitative and quantitative factors. The objectives established become the performance targets for the Chief Executive Officer. The performance of the Chief Executive Officer is assessed by the full Board against these pre-determined performance objectives.

No formal performance evaluation of the Chief Executive Officer was undertaken for the year ended 30 June 2020 as the Board works closely with the Chief Executive Officer and the Company has not engaged any other Senior Executives. The performance of the Chief Executive Officer is in effect monitored by the full Board's review of regular reports provided regarding the group's financial performance and operational reports.

#### **PRINCIPLE 2: STRUCTURE THE BOARD TO ADD VALUE**

##### **RECOMMENDATION 2.1**

**The Board of a listed entity should:**

- (a) have a nomination committee which:**
  - (1) has at least three members, a majority of whom are independent Directors, and**
  - (2) is chaired by an independent director;****and disclose**
  - (3) the charter of the committee**
  - (4) the members of the committee; and**
  - (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or**
- (b) if it does not have a nomination committee, disclose that fact and the processes it employs to address Board succession issues and to ensure that the Board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively**

Due to the size of the Company and the number of Board members, the Board does not have a formal nomination committee. New Directors are selected according to the needs of the Company at that particular time, the composition and the balance of experience on the Board as well as the strategic direction of the Company. Where a vacancy arises or it is considered appropriate to vary the composition of the Board of Directors, the full Board generally participates in any review of the Board's composition and the qualifications and

experience of candidates. Directors are selected upon the basis of their specialist skills and business background so as to provide an appropriate mix of skills, perspective and business experience.

At each annual general meeting, the following Directors retire:

- i. one third of Directors (excluding the Managing Director);
- ii. Directors appointed by the Board to fill casual vacancies or otherwise; and
- iii. Directors who have held office for more than three years since the last general meeting at which they were elected.

## **RECOMMENDATION 2.2**

**A listed entity should have and disclose a Board skills matrix setting out the mix of skills and diversity that the Board currently has or is looking to achieve in its membership.**

The Company does not have a formal Board skills matrix. The Board reviews its composition from time to time taking into account the length of service on the Board, age, skills, qualifications and experience, any requirements of the Company's constitution, and in light of the needs and direction of the Company, together with such other criteria considered desirable for the composition of a balanced Board and the overall interests of the Company.

Through the skills and experience of its members the Board seeks to position itself to provide leadership and direction to management in areas including project assessment, mine development and operations, governance, legal compliance, finance and accounting, risk management, business development and associated disciplines.

## **RECOMMENDATION 2.3**

**A listed entity should disclose:**

- (a) the names of the directors considered by the Board to be independent Directors;
- (b) if a director has an interest, position, association or relationship of the type described in Box 2.3 but the Board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position, association or relationship in question and an explanation of why the Board is of that opinion; and
- (c) the length of service of each Director.

The following Directors are considered to be independent Directors:

Mr. Terry Cuthbertson: Non-Executive Chairman  
Mr. James Dean: Non-Executive Director  
Mr. Robert Thomson: Non-Executive Director

The Company determines Directors to be independent where they are non-executive and being free of any business or other relationship which could materially interfere with the independent exercise of their judgement.

The composition of the Board is subject to periodic review. The skills, experience and expertise of each Director are set out in the Financial Report of the Company.

The Board observes a number of practices to ensure that independent judgement is applied when considering the business of the Board:

- (i) Directors are entitled to seek independent professional advice at the Company's expense. Prior written approval of the Chairman is required but this is not unreasonably withheld.
- (ii) Directors having a conflict of interest with an item for discussion by the Board must not participate in the consideration of or the vote in respect of that matter.

Details of each Directors experience and length of service can be found on the Company's website and are also reported in the Company's Financial Report on an annual basis.

## **RECOMMENDATION 2.4**

**A majority of the Board of a listed entity should be independent Directors.**

The Company complies with this recommendation as the Malachite Board is currently comprised of 4 directors, 3 of whom are independent directors.

## **RECOMMENDATION 2.5**

**The chair of the Board of a listed entity should be an independent Director and, in particular, should not be the same person as the CEO of the entity.**

The Company complies with this recommendation. The Chairman is considered to be an independent Director and is not the same person as the CEO.

## **RECOMMENDATION 2.6**

**A listed entity should have a program for inducting new Directors and provide appropriate professional development opportunities for Directors to develop and maintain the skills and knowledge needed to perform their role as Directors effectively**

The Company provides new Directors with an induction package including copies of the Board Charter and relevant policies and procedures.

Directors are encouraged to pursue appropriate professional development opportunities to develop and maintain their skills and knowledge in order to perform their role as Directors effectively.

All Board members have access to professional independent advice at the Company's expense, provided they first obtain the Chairman's approval, with such approval not being withheld unreasonably.

## **PRINCIPLE 3: ACT ETHICALLY AND RESPONSIBLY**

### **RECOMMENDATION 3.1**

**A listed entity should:**

- (a) have a code of conduct for its Directors, senior executives and employees; and**
- (b) disclose that code or a summary of it.**

The Company complies with this recommendation. The Board has established a Code of Conduct and a Directors Code of Conduct. In addition the Company has in place a range of policies which deal with matters designed to maintain confidence in the Company's integrity.

Each Code of Conduct and the relevant policies are disclosed on the Company's website in the Corporate Governance Section.

## **PRINCIPLE 4: SAFEGUARD INTEGRITY IN CORPORATE REPORTING**

### **RECOMMENDATION 4.1**

**The Board of a listed entity should:**

- (a) have an audit committee which:**
  - (1) has at least three members, all of whom are non-executive Directors and a majority of whom are independent Directors; and**
  - (2) is chaired by an independent Director, who is not the chair of the Board, and disclose:**

- (3) the charter of the committee;
- (4) the relevant qualifications and experience of the members of the committee; and
- (5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or
- (b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.

The Board has established an Audit Committee which is responsible for ensuring compliance with all appropriate accounting standards and the integrity of related reporting obligations.

The Committee is also responsible for reviewing the Company's internal financial controls, and for maintaining open lines for communication between the Board and the external auditors, independently of management.

The Audit Committee reviews and monitors the scope of the external audit function, the performance of the external auditor and the rotation of the external audit partner.

All Audit Committee deliberations are routinely reported to the full Board at the earliest opportunity and any action taken, or proposal made, is submitted to the full Board for ratification or approval and implementation. Other Directors, management and external auditors may be invited to attend Audit Committee meetings at the discretion of the Audit Committee.

During the year the Audit Committee was comprised of Mr. James Dean (Committee Chairman) and Mr. Terry Cuthbertson, both of whom are considered to be independent Directors.

The size of the Audit Committee does not meet with the requirements of this recommendation due to the size and composition of the Board and the nature and scale of the Company's operations.

The Company's Audit Committee Charter is disclosed on the Company's Website.

The Audit Committee met four times (including consideration of matters by circular resolution) during the 2019/20 financial year. Both Mr. Dean and Mr Cuthbertson attended to the matters being considered on all occasions.

#### **RECOMMENDATION 4.2**

**The Board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.**

The Company's Chief Executive Officer reports in writing to the Board on a yearly and half-yearly basis to confirm that in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively. The Company does not currently employ or engage the services of a CFO however it does engage an external independent qualified chartered accountant to prepare the entity's financial statements.



### RECOMMENDATION 4.3

**A listed entity that has an AGM should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.**

The Company's external auditor attends the AGM and is available to answer questions from shareholders relevant to the audit.

## PRINCIPLE 5: MAKE TIMELY AND BALANCED DISCLOSURE

### RECOMMENDATION 5.1

**A listed entity should:**

- (a) have a written policy for complying with its continuous disclosure obligations under the Listing Rules; and**
- (b) disclose that policy or a summary of it.**

The Board has approved a Continuous Disclosure Policy which is reproduced on the Company's website.

The Company, its Directors and staff are aware of the ASX's continuous disclosure requirements and operate in an environment where strong emphasis is placed on full and appropriate disclosure to the market.

The Chief Executive Officer is responsible for interpreting and monitoring the Company's disclosure policy and where necessary informing the Board. The Company Secretary is primarily responsible for all communications with the ASX.

## PRINCIPLE 6: RESPECT THE RIGHTS OF SECURITY HOLDERS

### RECOMMENDATION 6.1

**A listed entity should provide information about itself and its governance to investors via its website.**

Information about the Company and its governance are available on the Company's website. The Company's website provides detailed corporate information and has a specific section relating to corporate governance.

### RECOMMENDATION 6.2

**A listed entity should design and implement an investor relations program to facilitate effective two-way communication with investors.**

The Company recognises the right of shareholders to be informed of matters, in addition to those prescribed by law, which affect their investments in the company.

The Company has not established a formal policy for communicating with shareholders.

As a matter of practice, information is communicated to the shareholders through compliance with ASX Listing Rules and the Corporations Act 2001, by way of announcements to the ASX, media releases, the Annual Report, Half-Yearly Report, the Annual General Meeting and other meetings that may be called from time to time. The Company maintains a website which provides a description of the Company's projects and all material announcements released to the ASX.

Investors and other stakeholders are invited to subscribe to an email alert facility on the Company's website so that they can receive material announcements which have been released by the Company to the market via an email in a timely manner.

### **RECOMMENDATION 6.3**

**A listed entity should disclose the policies and processes it has in place to facilitate and encourage participation at meetings of security holders.**

The Board encourages active participation by shareholders at each Annual General Meeting, or other general meetings of the Company wherever possible.

The Company does not have formal policies or process in place to facilitate or encourage participation at shareholder meetings. The Company will despatch a Notice of Meeting and Explanatory Statement to shareholders in accordance with statutory requirements. In addition details of any shareholder meeting will be posted on the Company's website.

At any meeting of shareholders, shareholders are encouraged to ask questions of the Board in relation to the matters to be considered at such meeting wherever possible and where appropriate relating to the operation of the Company.

### **RECOMMENDATION 6.4**

**A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.**

The Company provides shareholders with the option to receive communications from, and send communications to, the entity and its security registry electronically.

## **PRINCIPLE 7: RECOGNISE AND MANAGE RISK**

### **RECOMMENDATION 7.1**

**The Board of a listed entity should:**

- (a) have a committee or committees to oversee risk, each of which:**
  - (1) has at least three members, a majority of whom are independent Directors; and**
  - (2) is chaired by an independent director,****and disclose:**
  - (3) the charter of the committee;**
  - (4) the members of the committee; and**
  - (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or**
- (b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.**

The full Board of the Company maintains responsibility to oversee risk and accordingly has not established a committee for this purpose. The Audit Committee assists the Board in this role by reviewing the financial and reporting aspects of the group's risk management and control practices.

There are inherent risks associated with exploration and the development of resource projects.

The Board continuously reviews the activities of the Company to identify key business and operational risks and, where possible, has implemented policies and procedures to address such risks.

The Company has adopted a Risk Management Statement which provides an overview of the Company's risk management policies and its compliance and control systems.

The Board is provided with regular reporting on the management of operations and the financial condition of the Company aimed at ensuring that risks are identified, assessed and appropriately managed as and when they arise.

Management of the Company are required to ensure that Occupational Health and Safety practices and Environmental practices are of the highest standard.

Reports are presented to the Board by the Chief Executive Officer on a regular basis. The reports encompass matters including actual financial performance against budgeted forecasts, workplace health and safety, legal compliance, corporate governance, strategy, quality assurance and standards, human resources, industry and market information, operational developments and environmental conformance.

Reports are prepared and submitted by the Chief Executive Officer at each Board meeting in relation to the overall financial position and performance of the Company.

## **RECOMMENDATION 7.2**

**The Board or a committee of the Board should:**

- (a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound; and**
- (b) disclose, in relation to each reporting period, whether such a review has taken place.**

The Board has not specifically reviewed the entity's risk management framework for the year ended 30 June 2020.

The Chief Executive Officer reviews and confirms to the Board that the Company's risk management and internal compliance and control system is operating efficiently and effectively in all material respects twice annually when half-yearly and year-end financial statements are prepared.

## **RECOMMENDATION 7.3**

**A listed entity should disclose:**

- (a) if it has an internal audit function, how the function is structured and what role it performs; or**
- (b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its risk management and internal control processes.**

In light of the nature and extent of the Company's operations and activities, the Company has not established a formal internal audit function.

The Board continuously reviews the activities of the Group to identify key business and operational risks and has implemented policies and procedures to address such risks and to establish appropriate internal control processes.

The Board is provided with regular reporting on the management of operations and the financial condition of the Company aimed at ensuring that risks are identified, assessed and appropriately managed as and when they arise.

## RECOMMENDATION 7.4

**A listed entity should disclose whether it has any material exposure to economic, environmental and social sustainability risks and, if it does, how it manages or intends to manage those risks.**

The Company recognises its corporate responsibility to all stakeholders and the continual need for sustainable, harmonious operations. The Company and its employees promote best practice in terms of community development, environmental protection and safety management in all its operations.

The Company's has resolved to reduce its involvement in Lorena Gold Project. The Joint Venture Manager is responsible for dealing local communities and all stakeholders with respect to risks and rewards. In addition the Company endeavours to assess the needs of the local communities and aims to respond where appropriate to their desires and expectations within its available resources.

The Company is also conscious of its responsibility in relation to the environment and strives to achieve minimal impact as far as possible in its work areas. The Company has previously sought to ensure that the Lorena Gold Project Joint Venture Manager has the highest respect for the environment and ensure that environmental management and rehabilitation is carried in accordance with industry best practice.

The Company seeks to ensure that any disturbance of land which may arise as a result of sampling, trenching/ drilling or project development is carried out in full cooperation with the local people and all relevant regulatory authorities and with minimal impact on the environment.

The Company recognises that its employees/contractors are key to the success of its operations and we aim to protect their health, ensure their safety and improve their capacities and capabilities through various policies and programs.

## PRINCIPLE 8: REMUNERATE FAIRLY AND RESPONSIBLY

### RECOMMENDATION 8.1

**The Board of a listed entity should:**

- (a) have a remuneration committee which:**
  - (1) has at least three members, a majority of whom are independent Directors; and**
  - (2) is chaired by an independent director,****and disclose:**
  - (3) the charter of the committee;**
  - (4) the members of the committee; and**
  - (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or**
- (b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for Directors and senior executives and ensuring that such remuneration is appropriate and not excessive.**

The Malachite Board has not maintained a formal Remuneration Committee as the company is a relatively small publicly listed company and remuneration matters relating to the Chief Executive Officer are considered by the full Board.

## RECOMMENDATION 8.2

**A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive Directors and the remuneration of executive Directors and other senior executives.**

Shareholders have approved a maximum aggregate amount of \$300,000 that may be paid to all Directors. This limit does not apply to fees payable to executive directors or fees for extra professional services which may be rendered from time to time by a non-executive director.

Currently annual directors fees of \$39,420 are paid to non-executive directors and the Board has determined that an amount of \$61,101 be paid to the non-executive Chairman.

There are no arrangements for payment of retirement benefits to non-executive directors. Non-executive directors do not participate in the Company's Employee and Contractor Plan although may receive options subject to prior shareholder approval.

Where appropriate, the Chief Executive Officer reviews the remuneration of employees/consultants within the Company which are set at a level to attract and retain suitably qualified staff/consultants to enable the Company to achieve its exploration and corporate objectives. In normal circumstances, the level of remuneration paid to employees/consultants reflects the competitive employment market in the resource sector.

Typically employees receive a base salary (which is based on factors such as length of service and experience) and superannuation. Remuneration packages are reviewed annually by reference to the Company's performance, each employee's performance and comparable information from industry sectors and other similar listed companies. At 30 June 2020 the only employee/consultant of the Company in a senior executive role was the Chief Executive Officer.

Employees and selected contractors are entitled to participate in the Company's Employee and Contractor Option Plan.

The broad remuneration policy objective of Malachite is to ensure that the emoluments provided properly reflect the person's duties and responsibilities and is designed to attract, retain and motivate executives of the highest possible quality and standard in the Company's prevailing circumstances to enable the organisation to succeed.

## RECOMMENDATION 8.3

**A listed entity which has an equity-based remuneration scheme should:**

- (a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and**
- (b) disclose that policy or a summary of it.**

Employees are prohibited from entering into transactions or arrangements which limit the economic risk of participating in unvested entitlements under the Company's Employee and Contractor Option Plan.

The Corporations Act prohibits the key management personnel of an ASX listed company established in Australia, or a closely related party of such personnel, from entering into an arrangement that would have the effect of limiting their exposure to risk relating to an element of their remuneration that either has not vested or has vested but remains subject to a holding lock.