



**PROFILE OF THE MANAGEMENT
BOARD OF
ANTIBIOTICE S.A.**

TABLES OF CONTENTS

1. About the profile of the Management Board	2
2. The composition and role of the Management Board derived from the contextual requirements of the public enterprise and from the Letter of Expectation	3
3. Selection criteria	4
4. Explanation of the matrix	7
5. Scoring grid	13
6. Collective minimum threshold	14

1. About the profile of the Management Board

The Profile of the Management Board, also called the MB Profile, is an integral part of the Integral Component Selection Plan and it is a document that establishes the way in which the future Management Board will be established, as well as the various categories of criteria that will be used in the selection procedure.

In accordance with the provisions of art. 12 (1) of G.D. no. 639/2023, each Public Tutelary Authority, through the corporate governance department, prepares the Council Profile. Also, according to art. 12 (2), the shareholders who own, individually or together, at least 5% of the share capital of the public enterprise have the right to formulate proposals regarding the profile of the board, as part of the integral component of the selection plan. For this purpose, the Public Tutelary Authority publishes the draft profile of the council on its own website, on the page of the public enterprise and it will submit it to AMEPIP, within 5 days from the date of approval of the initial component of the selection plan, establishing the deadline for the formulation of proposals.

The profile of the Council and the candidate are part of the integral component of the selection plan and it will be approved together with it, by administrative act, by the Public Tutelary Authority or the General Meeting of Shareholders/Associates, as the case may be.

According to art. 13 (1) of the G.D. no. 639/2023, the Council Profile is based on the following components:

- a) Analysis of contextual requirements;
- b) Letter of expectations from the Public Tutelary Authority;
- c) The strategy of the public enterprise and the sector of which it is a part.
- d) Board profile matrix.

The Council's profile must include the following elements:

- a) Defining mandatory and optional selection criteria;
- b) Defining a common evaluation grid for the established criteria;
- c) The weight of each criterion, depending on its importance;
- d) Grouping criteria for comparative analysis;
- e) Specifying a collective minimum threshold for each mandatory selection criterion, as appropriate.

2. The composition and role of the Management Board derived from the contextual requirements of the public enterprise and from the Letter of Expectation

The analysis of the contextual requirements contained in the Letter of Expectation reveals that the board members must have the necessary skills regarding the good management in relation to: the financial condition of the company, the management of the product portfolio, the digitalization, the attraction and retention of qualified human resources, the assurance of the necessary investments, the good corporate governance including the performance management and risk management, requirements for business sustainability as well as in relation to the target markets in which the company is present and/or which it wishes to access, the domestic and international legislative context.

According to the documents defining the existence and structure of ANTIBIOTICE S.A., its Management Board is composed of 7 administrators.

The Management Board of the Company has the main following duties:

1. To establish the main directions of activity and development of the company;
2. To establish accounting policies and the financial control system, as well as approving financial planning;
3. To contract loans and refinancing and guaranteeing them with the company's assets within the limit of 20% of the value of the patrimony (20% of the total immovable assets, less debts), drawing up additional documents to the credit contracts, all these decisions to be subject to ratification in the first GMS meeting;
4. To appoint and to dismiss directors and to determine their remuneration;
5. To supervise the activities of directors;
6. To prepare the annual report, to organize the general meeting of shareholders and to implement its decisions;
7. To filing-in the application for opening the company's insolvency procedure, according to Law No. 85/2014 on the insolvency prevention and the insolvency procedures;
8. Annual or whenever necessary approval of marketing strategy policies, depending on the particularities of the domestic and foreign market;
9. representing the company in relation to third parties and in court;

10. maintaining the responsibility of representing the company in relations with directors;
11. registration with the Trade Register of the names of the persons authorized to represent the company. They submit specimen signatures to the Trade Register;
12. exercising the term of office with loyalty, in the interest of the company, according to the law;
13. other tasks imposed by the law, the company's articles of association and the Council's operating regulations.

3. Selection criteria

General eligibility criteria *

- a) they are higher education graduates and they have experience in the field of engineering, economics, social, legal sciences or in the company's field of activity for at least 7 years (proven with documents); higher education in the company's field of activity will be proven with copies of bachelor's degrees related to one of the following specializations: the Faculty of Pharmacy or the Faculty of Chemistry;
- b) they have at least 12 months of experience in managing companies or autonomous administrations, proven by documents;
- c) they are not in a conflict of interest that would make him/her incompatible with the exercise of the specific duties of the position for which he/she applied;
- d) they are not in any of the situations provided for in article 30 paragraph 9 and article 36 paragraph 7 of G.E.O. no. 109/2011;
- e) they have not been definitively convicted by a court decision for committing a crime against humanity, against the state or against the authority, for corruption and malfeasance while in office, crimes against the administration of justice, the crime of forgery, the crime against patrimony, for the crimes provided by Law no. 129/2019 for the prevention and sanctioning of money laundering, as well as for the establishment of measures to prevent and combat the financing of terrorism, with subsequent amendments and additions, or for the crimes provided for by Law no. 85/2014 regarding procedures carried out with intention that would make it incompatible with the exercise of the position;
- f) they did not perform political policing, as defined by law;
- g) they have full exercise capacity;
- h) they are medically fit;
- i) they are not registered in the Tax Clearance Certificate;
- j) they are not registered in the criminal record;
- k) they meet the criteria required by G.E.O. no. 109/2011 regarding the corporate governance of public enterprises, with subsequent additions and amendments, respectively: article 4, article 28 paragraph (1), (3), (5), (6) and (7), article 30 paragraph (9) and article 33.

** The general eligibility criteria are minimum requirements, applicable to all candidates for the position of administrator. The eligibility criteria are also established through the board profile, which include additional requirements compared to the minimum level of mandatory criteria. The additional requirements are set for Administrator 1 and Administrator 2 only.*

Criteria for the composition of the Management Board

- a) the management board consists of 7 members, natural or legal persons, proficient in the management of autonomous companies or autonomous administrations.
- b) most of the members of the management board consists of non-executive and independent administrators within the meaning of art. 1382 of Law no. 31/1990, republished, with subsequent changes. The civil servants, the senior civil servants, as well as other categories of personnel within the Public Tutelary Authority or within other public authorities or institutions cannot be considered to be independent;
- c) in compliance with the principles provided by Law no. 202/2002, republished, with subsequent amendments and additions, so that at least one third of all administrators are women and at least one third of all administrators are men; the management board cannot be made up exclusively of people of the same gender;
- d) at most two members of the council are civil servants or staff of the Public Tutelary Authority or of other institutions or public authorities;
- e) a natural person can simultaneously exercise at most 2 terms of office as a member of the management board and/or as a member of the supervisory board in public enterprises whose headquarters are located on the territory of Romania. This provision applies to the same extent to the natural person representative of a legal person, administrator or member of the supervisory board, as well as to the legal person appointed administrator. This criterion must be validated by the candidates, starting with the preparation of the Final Report; its non-compliance prevents the nomination to the position of Administrator.
- f) the term of office of the administrators is 4 years.

The matrix of members of the Management Board

The candidates will be evaluated during the selection procedure according to the following criteria:

Criteria	Mandatory (OB) or Optional (Opt)	Weight
1= Novice; 2=Intermediate; 3=Competent; 4=Advanced; 5=Expert		

C1	Field-specific skills		
C1.1	The ability to integrate into the organization the principles of action and the methods of organization and operation specific to the production of medicines	MA	1
C1.2	The ability to optimally manage the company by harmonizing the interests of business partners with those of the company	MA	1
C1.3	The ability to find and adopt viable solutions to provide a modern infrastructure and material base sufficient to enable the optimal operation of the company	MA	1
C1.4	The ability to ensure an optimal organizational structure	MA	1
C1.5	The ability to ensure an optimal structure of the Managerial Internal Control System	MA	1
C2	Professional skills of strategic importance		
C2.1	Organizing and reorganizing of the company and its processes	MA	0.75
C2.2	Business analysis	MA	0.75
C2.3	Organizational digitalization	MA	0.75
C2.4	Negotiation	MA	0.75
C3	Corporate governance skills		
C3.1	Management by objectives	MA	1
C3.2	Business sustainability management	MA	1
C3.3	Integrating corporate governance legislation into action	MA	1
C4	Social and personal skills		
C4.1	Interpersonal and institutional communication at the level of job requirements	MA	0.5
C5	Local and international experience		
C5.1	Administration or management experience on a national level	Opt.	0.1
C5.2	International administration or management experience	Opt.	0.1
C6	Specific skills and restrictions for civil servants or other categories of personnel within the Public Tutelary Authority or within other public authorities or institutions		
C6.1	It ensures the alignment of the company's activities with the national development policy in the field of medicines production and with other national strategies	MA	1
	Alignment with the Letter of Expectation		
A1	They clearly present the objectives that they will have to achieve in the upcoming term of office	MA	1
A2	They present the personal profile in direct correlation with these objectives	MA	1
A3	They produce coherent assessments regarding the specific challenges facing society in relation to its specific context	MA	1
A4	They produce relevant objectives that meet the operational performance expectations	MA	1
A5	They produce relevant objectives that meet the financial performance expectations	MA	1
A6	They produce pertinent objectives that meet the expectations regarding the product quality and/or infrastructure management	MA	1
A7	They produce relevant objectives that meet the expectations of the investment policy applicable to the public enterprise	MA	1

A8	They produce relevant objectives that meet the expectations regarding the reduction of receivables	MA	1
A9	They produce relevant objectives that meet the expectations regarding the policy of dividends/payments from the net profit applicable to the public enterprise	MA	1
A10	They produce relevant objectives that meet the expectations in the field of ethics, integrity and corporate governance	MA	1
A11	They produce indicators that they consider appropriate for monitoring the performance of the public enterprise during the term of office, correlated with the formulated objectives	MA	1
A12	They produce a realistic and comprehensive picture of the possible constraints, risks and limitations to be encountered in achieving the proposed objectives and the plan of actions for the reduction/disposal thereof	MA	1
	Traits		
T1	Personal and professional reputation	MA	0.01
T2	Integrity	MA	0.01
T3	Independence	Opt.	0.01
T4	Political exposure	Opt.	0.01
T5	Rigor	Opt.	0.1
T6	Focus in results	Opt.	0.1
T7	Synthesis capability	Opt.	0.1
	TOTAL		
	TOTAL WEIGHTED RANKING		

The mandatory or optional character, as well as the weight of these criteria were agreed and established within the Selection and Nomination Commission.

4. Explanation of the matrix

I	Skills	
C1	Field-specific skills	
C1.1	The ability to integrate into the organization the principles of action and the methods of organization and operation specific to the production of medicines	
<u>Explanation</u>	<u>Indicators</u>	
The ability to continuously define and optimize the organizational structure, processes, procedures, working methods, collaboration and decision-making methods that define the organization, in such a way that it allows the integration of the latest best practices of medicines production.	<ul style="list-style-type: none"> - They find solutions to ensure the continuity of medicines production - They initiate and it implements process improvement initiatives - They contribute to the implementation of operational, financial and commercial performance optimization initiatives - They ensure the proper representation of the company on the markets where it is present - They ensure the implementation of the most modern and reliable integrated systems (performance management, portfolio management, financial management, risk management, and so on) 	

C1.2	The ability to optimally manage the company by harmonizing the interests of business partners with the interests of the company	
	<p><u>Explanation</u></p> <p>The ability to capture the administration needs specific to medicines production, to prioritize them, to find optimal ways to satisfy them, to clarify and implement complex action plans, which, on the one hand, satisfy the needs of the areas served, and on the other hand they serve the business interests of the company.</p>	<p><u>Indicators</u></p> <ul style="list-style-type: none"> - They have the ability to identify and analyze the administration needs specific to the medicines production - They have the ability to identify overlaps among organizational processes and identified needs - They have the ability to formulate the business objectives of the company, which also satisfy the administration needs specific to the production of medicines - They have the ability to provide the company with a permanent orientation towards satisfying the administration needs specific to the production of medicines
C1.3	The ability to find and adopt viable solutions to ensure a modern infrastructure and material base sufficient to allow the optimal operation of the company	
	<p><u>Explanation</u></p> <p>The ability to nominally analyze the difference between the existing material base and that required by the company to operate at optimal standards of quality and performance, in accordance with the good practices in the field, identified in the national and international market and to find and implement viable reduction solutions of this difference.</p>	<p><u>Indicators</u></p> <ul style="list-style-type: none"> - The ability to analyze the equipment needs of the company by achieving the established objectives - The ability to analyze how to use the assets in the company's patrimony - The ability to plan and execute asset procurements, ensuring viable sources of financing - The ability to provide the organization with the habit of using the material base made available justly and optimally
C1.4	The ability to ensure an optimal organizational structure	
	<p><u>Explanation</u></p> <p>The ability to assign to the fundamental business processes defined for the company an optimal and coherent organizational structure, both with the business needs of the company and with the prerogatives of the corporate governance legislation in force.</p>	<p><u>Indicators</u></p> <ul style="list-style-type: none"> - The analyze the organization and operation of the company - They define suppressed processes - They attach to these processes adapted organizational structures - They ensure the coherence of the optimized organizational structure - They ensure the updating of all documents that define the organizational structure (ROF, organization chart, job descriptions, performance evaluation system, company organization system) - They ensure the transition to the new organizational structure with minimal costs and minimal social climate disturbances
C1.5	The ability to ensure an optimal structure of the Managerial Internal Control System	

<p><u>Explanation</u> The ability to acquire/update the company's complex, modern and effective IT system, which corresponds to the predefined control points of SCIM and which allows real-time evolution monitoring of the performance indicators contained in the company's dashboard.</p>	<p><u>Indicators</u></p> <ul style="list-style-type: none"> ➤ They update the map of control points, it establishes relevant and consistent performance indicators ➤ They establish realistic performance targets for the chosen indicators ➤ They choose the optimal indicators for the company dashboard ➤ They identify the need to complete or modify the existing IT system to allow the monitoring of dashboard indicators ➤ They harmonize the management procedures of the company, with the new structure of SCIM
C2	Professional skills of strategic importance
C2.1	Professional skills of strategic importance
<p><u>Explanation</u> The ability to cover all the activities that compete for the achievement of an objective with the necessary resources, to allocate tasks and responsibilities observing the principles of organization on the process, to evaluate the efficiency of a way of organization, to identify errors of organization and to make organizational structures more efficient through rethinking the organization thereof.</p>	<p><u>Indicators</u></p> <ul style="list-style-type: none"> - They understand and apply the principles of an efficient and effective organization - They have a procedural approach to organization - They effectively communicate organizational decisions - They ensure that all organizational structural elements (organizational charts, process maps, procedures, job descriptions, etc.) are harmonized and up to date with the latest organizational decisions - They formalize organizational decisions - They do not confuse delegation with task allocation
C2.2	Business analysis
<p><u>Explanation</u> The ability to use available information and data to understand and assess the current situation of the organization and develop effective strategies and solutions to improve performance and achieve set goals.</p>	<p><u>Indicators</u></p> <ul style="list-style-type: none"> - They identify and collect relevant data from various sources, such as financial reports, operational data, customer and employee feedback, etc. - They understand the organization's long-term goals and develop strategies and plans to achieve these goals effectively. - They effectively communicate analysis results and recommendations to different levels of management and influence the organization's decisions and actions
C2.3	Organizational digitalization
<p><u>Explanation</u> They have the ability to develop and implement relevant digital strategies and initiatives to improve the organization's performance and competitiveness.</p>	<p><u>Indicators</u></p> <ul style="list-style-type: none"> - They actively engage in the digital transformation process, motivating and inspiring their teams to adopt the necessary changes - They know and understand digital technologies and their potential to transform and improve the business - They evaluate and adopt the right technology solutions for the needs of the organization - They manage change and they overcome the resistance to change within the organization by

	creating an environment that promotes adaptability and innovation
C2.4	Negotiation
<u>Explanation</u> The ability to successfully lead and complete negotiations with various stakeholders to achieve favorable outcomes for the organization.	<u>Indicators</u> - They are persuasive in their speech, expressing ideas and arguments convincingly and adapting to the communication styles and preferences of other negotiators - They deeply understand their own situation and interests, as well as those of the parties with whom they are negotiating, identifying common points and differences to find solutions acceptable to all - They are flexible and adaptable during negotiations, adjusting strategies and tactics according to developments and changes during the negotiation process
C3	Corporate governance skills
C3.1	Management by objectives
<u>Explanation</u> The ability to set coherent, motivating, SMART objectives for collaborators and to coordinate them in a system that allows both the securing of the company's results and the motivation of the employees involved.	<u>Indicators</u> ➤ They understand and use the SMART goal concept ➤ They interactively set and formalize objectives ➤ They correctly manage the levels of (strategic, operational, team, individual, performance) objectives ➤ They incite the organization towards the adoption of management by objectives, ➤ They constantly monitor the degree to which the collaborators progress in achieving the objectives, ➤ They have successful experience in periodic reporting to the implementing body and the management authority
C3.2	Business sustainability management
<u>Explanation</u> The ability to establish and implement the necessary decisions for the company's activity to take place without exhausting the available resources and without destroying the environment.	<u>Indicators</u> ➤ They understand and use the term sustainability correctly - They identify and propose concrete measures to protect the environment ➤ They identify and propose concrete measures for long-term business sustainability
C3.3	Integrating the corporate governance legislation into action
<u>Explanation</u> The ability to lead processes, teams and collaborators in compliance with the principles of corporate governance, integrating the provisions of the corporate governance legislation into decisions and actions, and motivate the entire organization	<u>Indicators</u> - They respect and encourage the compliance with transparency - They respect and encourage the respect for gender equality - They have a strong performance orientation

to comply with these principles.	<ul style="list-style-type: none"> - They prioritize the faithful reporting of results to the PTA (Public Tutelary Authority) - They develop harmonious relationships with the PTA (Public Tutelary Authority) and all other stakeholders
C4	Social and personal skills
C4.1	Interpersonal and institutional communication at the level of job requirements
<p><u>Explanation</u> The ability to communicate verbally, nonverbally and para-verbally correctly, fluently and coherently, to relate, to argue and to persuade.</p>	<p><u>Indicators</u></p> <ul style="list-style-type: none"> ➤ They are able to express their ideas fluently and coherently ➤ They emphasize their verbal messages with gestures ➤ They have an outfit appropriate to the messages transmitted ➤ They show that they actively listen to their interlocutors ➤ They use wording wisely ➤ They correctly use the technique of questions ➤ They compose and correctly use both logical and pseudo-emotional arguments ➤ They are able to initiate, maintain and develop relationships based on trust ➤ They correctly use the persuasion process
C5	Local and international experience
C5.1	Administration or management experience on a national level
<p><u>Explanation</u> It can be ascertained from the analysis of the documents that describe and certify to their professional career that they have been active, having a coordinating role as a national organizational entity.</p>	<p><u>Indicators</u> -They manage the strategic, operational and administrative aspects of the organization in a national context, taking into account the specific needs and requirements of the country's market and business environment</p>
C5.2	International administration or management experience
<p><u>Explanation</u> It can be ascertained from the analysis of the documents that describe and certify their professional career that they have been active, holding the role of coordinating organizational entity, within some companies with foreign capital.</p>	<p><u>Indicators</u> - the ability to navigate the complexities of cultures, laws and markets in various countries and regions, as well as to coordinate activities and make strategic decisions to achieve organizational goals</p>
C6	Specific competences and restrictions for civil servants or other categories of personnel within the Public Tutelary Authority or within other authorities or public institutions
C6.1	They ensure the alignment of the company's activities with the national development policy in the field of medicines production and with other national strategies
<p><u>Explanation</u> The ability to weigh the board decisions and the company actions in such a way that they are aligned with APT's vision and strategy, consistent with the local medicines manufacturing development policy and other national strategies</p>	<p><u>Indicators</u></p> <ul style="list-style-type: none"> - They assess the extent to which the decisions and actions are in line with the objectives and priorities established in the local development policy in the field of medicines production - Their decisions and actions contribute to the implementation of the objectives and measures set out in the relevant national strategies for the production of medicines

	- They engage and collaborate with various stakeholders such as local and national authorities, business organizations, professional associations and other relevant entities to ensure an integrated and effective approach to medicines manufacturing in line with PTA's vision and strategy
II	Alignment with the Letter of Expectation
A1	It clearly presents the objectives that they will have to achieve in the upcoming term of office
<u>Explanation</u> They relate to the strategic objectives in the Letter of Expectation, they operationalize them, taking care to observe the rules for developing SMART objectives.	
A2	It presents the personal profile in direct correlation with these objectives
<u>Explanation</u> They present synthetically but comprehensively the qualities they acquired during their professional career, correlated with the objectives specified in writing and with the contextual requirements.	
A3	They formulate coherent assessments regarding the specific challenges facing the company in correlation with its specific context
<u>Explanation</u> They coherently describe the market, the legislative, economic, social and financial context of the company, making a fair correlation between this context and the previous course of the company, showing what specific challenges it is possible to face during the next term of office and how they will address them.	
A4	They formulate relevant objectives that meet operational performance expectations
<u>Explanation</u> They assess the company's operational context in relation to the market, competition and some operational practices in the field and they formulate SMART operational objectives.	
A5	They formulate relevant objectives that meet financial performance expectations
<u>Explanation</u> They assess the financial context of the company in relation to the market, competition and some financial practices in the field and they formulate SMART financial objectives.	
A6	They formulate pertinent objectives that meet expectations regarding product quality and/or infrastructure management
<u>Explanation</u> They notify the company's situation regarding the quality of its products, regarding the management of the company's infrastructure in relation to the market, competition and some practices in the field and they formulate SMART objectives regarding the cost of quality, the number of quality incidents and the asset management.	
A7	They formulate relevant objectives that meet the expectations of the investment policy applicable to the public enterprise
<u>Explanation</u> Note will be taken of the company's investment need and PTA's expectations regarding the investments to be made in the future term of office and define SMART objectives on each stage of the company's investment plan for the future term of office.	
A8	They formulate relevant objectives that meet the expectations regarding the reduction of receivables
<u>Explanation</u> Note will be taken of the level of receivables at the beginning of the term of office and they present concrete, realistic and feasible actions to reduce thereof, formulating SMART objectives in this respect for each year of the term of office.	
A9	They formulate relevant objectives that meet the expectations regarding the

	policy of dividends/payments from the net profit applicable to the public enterprise
<u>Explanation</u> They formulate SMART objectives regarding the dividends and payments to the state budget owed by the company during the future term of office.	
A10	They formulate relevant objectives that meet the expectations in the field of ethics, integrity and corporate governance
<u>Explanation</u> They contribute with their own convictions to the establishment of the principles of ethics, integrity and morals, as well as to the formulation of the principles of good corporate governance of the company, defining SMART objectives in this sense, for each year of the term of office.	
A11	They propose indicators that they consider appropriate for monitoring the performance of the public enterprise during the term of office, correlated with the formulated objectives
<u>Explanation</u> They correlate objectives that meet shareholder expectations with performance indicators, for which they indicate realistic targets.	
A12	They realistically and comprehensively present the picture of possible constraints, risks and limitations to be encountered in achieving the proposed objectives and the plan of actions to reduce/eliminate thereof
<u>Explanation</u> They review the constraints generated by the societal context, the risks deriving from them, they evaluate them from the perspective of the probability of occurrence and their impact and indicate realistic countermeasures.	
III	Traits
T1	Personal and professional reputation
<u>Explanation</u> The candidate will submit between one and five letters of recommendation, receiving one point for each.	
T2	Independence
<u>Explanation</u> The candidate declares on his own responsibility his situation regarding the independence as an administrator.	
T3	Integrity
<u>Explanation</u> The candidate presents the tax record and the criminal record without documents. Scoring: - 1 point for records - 5 points for records without records	
T4	Political exposure
<u>Explanation</u> The candidate declares on his own responsibility his political exposure. Scoring: - 1 point for conducting political activity as a leader - 3 points for conducting political activity as a member of a political party without a leadership role - 5 points for the absence of political activity	
T5	Rigor
<u>Explanation</u> They act carefully, accurately, in accordance with established standards and procedures in the performance of their responsibilities. They use a structured and orderly approach to managing information, processes and projects so as to minimize risk and maximize efficiency.	
T6	Results orientation
<u>Explanation</u> They are constantly concerned with monitoring the results that they compare with the predetermined objectives and develops the action plan to reduce the differences found.	

T7	Synthesis capacity
<u>Explanation</u> They notice details from which they draw conclusions or trends or global views.	

5. Scoring grid

The criteria presented above will be evaluated, according to the provisions of Annex no. 1a of G.D. no. 639/2023, based on the following scoring grid:

Score	Proficiency level	Description
N/A	Not applicable	This proficiency does not need to be applied or demonstrated.
1	Basic level	He has an understanding of the basics.
2	Intermediate	<ul style="list-style-type: none"> • He has a level of experience gained through basic training and/or several similar experiences. This level of proficiency requires the support of people with expertise. • He understands and can correctly use terms, concepts, principles and issues related to this competency. • He knows and he uses the applicable normative documents, regulations and guidelines.
3	Competent	<ul style="list-style-type: none"> • He is able to perform the functions associated with this proficiency. The support of people with expertise may be necessary at times, but usually he demonstrates this ability independently. • He applied this proficiency in the past with minimal external support. • He understands and he can analyze the implications of changes in business processes, policies and procedures.
4	Advanced	<ul style="list-style-type: none"> • He performs the tasks associated with this skill without external support. He is recognized within the organization he belongs to as an expert in this proficiency; he is able to provide support and he has advanced experience in this proficiency. • He provided practical/relevant ideas, resources and practical insights on process or practice development, at board governance and senior executive level. • He is able to interact and to have constructive discussions with the executive management as well as to train others in the application of this competence.
5	Expert	<ul style="list-style-type: none"> • He is known as an expert in this field to provide support and identify solutions to complex problems related to this area of expertise. • He demonstrated excellence in applying this proficiency across multiple boards and/or organizations. • He is perceived as an expert, leader and innovator in this proficiency by the board, organization and/or other organizations

6. Collective minimum threshold

The Selection and Nomination Commission has established a global collective minimum threshold of at least 70% of the maximum weighted score for each mandatory selection criterion.