

AVA RISK GROUP LIMITED

BOARD SKILLS AND DIVERSITY MATRIX

The Board of AVA Risk Group Limited (AVA) ABN 67 064 089 318 has identified the skills, experience and diversity below as being required for the Board as a whole to meet its strategic objectives.

This Board Skills and Diversity Matrix will also assist the Remuneration and Nominations Committee of the Board to recruit and select new directors. It may also be used in annual performance reviews of the Board to review the existing skills and capabilities on the Board and to identify any gaps in those collective skills and experience.

This Board Skills and Diversity Matrix is disclosed on the Company's website as recommended by Principle 2.2 of the ASX Corporate Governance Principles and Recommendations (Fourth Edition).

Skill and Experience	Reason for this skill or experience	Does the collective AVA Board currently have these skills and experience?	Is there any identified gap in the collective skills and experience of the AVA Board?
Strategic Capability and Leadership	Required for all boards.	Yes	No
Independence	Required for all boards of listed entities. Directors must bring their own critical and independent judgement to matters before the board. Directors must also question management on matters that may not be before the board.	Yes	No
Financial Management, Accounting and Audit	Required for all boards.	Yes	No
Commercial Focus and Knowledge of Business Practices	Required for all boards.	Yes	No
Capital Markets and Financing	Required for all boards.	Yes	No
Government as a Customer	For AVA, an understanding of the contracting policies and procedures of government at all levels within Australia and abroad is desirable.	Yes	No
Technology and Innovation	For AVA, an understanding of technology and technological development including an understanding of the research and development lifecycle is desirable.	Yes	No

Skill and Experience	Reason for this skill or experience	Does the collective AVA Board currently have these skills and experience?	Is there any identified gap in the collective skills and experience of the AVA Board?
Legal and Regulatory	An understanding of the legal framework in which the entity operates and when to seek legal advice is critical for all boards.	Yes	No
Risk Management	An understanding of risk management and discharge of oversight responsibilities is critical for all boards.	Yes	No
Compliance	An understanding of its compliance obligations and discharge of oversight responsibilities is critical for all boards.	Yes	No
Governance	An understanding of best practice governance principles is critical for all boards.	Yes	No
Digital Media and Communications	An understanding of digital media and communications is critical for all boards to maintain communication with its shareholders and other stakeholders.	Yes	No
Alignment to Shareholder interests	All boards must recognise the importance of acting in the best interests of the Company as a whole including in the best interests of all shareholders.	Yes	No
Gender Diversity	The promotion of gender diversity can broaden the pool for recruitment of talented directors.	Yes	Diversity at all levels of AVA is an important objective. AVA will continue to develop its diversity objectives.
Cultural Diversity	The promotion of cultural diversity can broaden the pool for recruitment of talented directors.	Yes	No