

## 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 (Third 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?
<b>Strategic Capability and Leadership</b>	Required for all boards.	Yes	No
<b>Independence</b>	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
<b>Financial Management, Accounting and Audit</b>	Required for all boards.	Yes	No
<b>Commercial Focus and Knowledge of Business Practices</b>	Required for all boards.	Yes	No
<b>Capital Markets and Financing</b>	Required for all boards.	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?
<b>Government as a Customer</b>	For AVA, an understanding of the contracting policies and procedures of government at all levels within Australia and abroad is desirable.	Yes	No
<b>Technology and Innovation</b>	For AVA, an understanding of technology and technological development including an understanding of the research and development lifecycle is desirable.	Yes	No
<b>Legal and Regulatory</b>	An understanding of the legal framework in which the entity operates and when to seek legal advice is critical for all boards.	Yes	No
<b>Risk Management</b>	An understanding of risk management and discharge of oversight responsibilities is critical for all boards.	Yes	No
<b>Compliance</b>	An understanding of its compliance obligations and discharge of oversight responsibilities is critical for all boards.	Yes	No
<b>Governance</b>	An understanding of best practice governance principles is critical for all boards.	Yes	No
<b>Digital Media and Communications</b>	An understanding of digital media and communications is critical for all boards to maintain communication with its shareholders and other stakeholders.	Yes	No
<b>Alignment to Shareholder interests</b>	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
<b>Gender Diversity</b>	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.
<b>Cultural Diversity</b>	The promotion of cultural diversity can broaden the pool for recruitment of talented directors.	Yes	No