Director Success Profile

The Avant Mutual Board has undertaken a Board composition assessment to ensure it aligns with its strategic plan and supports directors to perform their roles effectively. This document sets out the skills, experience, competencies, diversity, attributes and characteristics identified in that assessment.

The Director Success Profile is not an exhaustive list. It is designed to help the Board Election Committee differentiate those Voting Member Nominees who will be most suited to complement the current Board.

Criteria to be assessed have been categorised as:

Mandatory: Nomination cannot proceed if the criteria cannot be met

Threshold: Prerequisite for endorsement as a nominee by the Avant Mutual Board. Nominees who are not endorsed may still stand in the 2026 Board Director election

Preferred: Is not a prerequisite to endorsement

Desirable: Is not a prerequisite to endorsement

Similar to other competitive recruitment processes, the Board Election Committee will consider the strength of each individual response provided in the Director Success Profile relative to the responses from all other Voting Member Nominees. Only those Voting Member Nominees shortlisted for possible endorsement will be interviewed. The Board Election Committee may endorse up to five Voting Member Nominees.

Section 1: Director Success Profile – self-assessment

The Avant Mutual Board is committed to building a Board that more closely reflects the diversity of its membership. The below has been included as a threshold criterion to inform potential Voting Member Nominees.

I am a practising surgeon/obstetrician or a medical practitioner who is female and/or from a culturally diverse background.	[ ] Yes [ ] No

All Avant Mutual Directors and Voting Member Nominees are required to assess how they meet each category of the Director Success Profile. Please use the following rating scale to assist the Board Election Committee. Please note, not every director or prospective director needs to carry a high rating in every category. The Avant Mutual Board is seeking new directors who can positively contribute to the desired combined Board skills:

Rating scale

1: No knowledge or experience, or does not meet criteria

2: Limited knowledge or experience (1 to 5 years)

3: Moderate knowledge or experience (5 to 10 years)

4: Deep knowledge and experience (10+ years)

(A) Experience

Criteria	Avant Mutual Board Director requirement	Rating [1-4]	Rationale: Provide your qualifications and experience to support rating (approx. 100 words)
I am able to read and understand financial, taxation and climate information, or can quickly acquire this expertise.	Mandatory		*Note: If you do not have this expertise, what support do you require to improve your understanding of financial, taxation or climate reporting?*
Extensive experience in, and knowledge of, the medical and broader health industry.	Preferred		
Governance experience on representative bodies, other boards or educational institutions.	Desirable		
Experience leading, or being a core part of, a significant organisational transformation.	Desirable		

(B) Competencies

Criteria	Avant Mutual Board Director requirement	Rating [1-4]	Rationale: Provide your qualifications and experience to support rating (approx. 100 words)
Member representation: Wears the hat of all members, not only their own craft.	Threshold		
Is visible to members: Identifies and creates opportunities to engage directly with members, both formally and informally.	Preferred		
Healthcare policy and regulation: Keeps abreast of legislative and regulatory changes at the federal, state, and local levels, including reforms related to healthcare financing, insurance coverage, and quality measures. Monitors policy developments and assesses their potential impact on operations, compliance requirements and strategic priorities. Updating the Board and management as appropriate.	Desirable		
Stakeholder engagement: Proven ability to engage with stakeholders, including members, employees, regulators and the broader community, to build trust and support for Avant.	Threshold		

(C) Personal qualities

Criteria	Avant Mutual Board Director requirement	Rating [1-4]	Rationale: Provide your qualifications and experience to support rating (approx. 100 words)
Respects the value that other directors and management bring to discussions.	Threshold		
Is confident to ask questions, continually learn from others, and is able to listen deeply to both the said and unsaid.	Threshold		
Has low ego: Able to compromise, ensure balanced share of voice across the Board, and is open to changing their mind.	Threshold		
Relational and collaborative: Values industry, professional and commercial partnerships, and invests time in them.	Threshold		
Is diligent, putting in time to learn the business, preparing well for meetings and showing up/being present.	Threshold		
Role models the Avant values (see here Our values - Avant).	Threshold		

(D) Governance behaviours

Criteria	Avant Mutual Board Director requirement	Rating [1-4]	Rationale: Provide your qualifications and experience to support rating (approx. 100 words)
Brings expertise without being the expert.	Preferred		
Asks questions to ensure 1st, 2nd and 3rd line of defence are being proactively managed.	Desirable		
Evaluates strategic options, stretches management's thinking, and holds management to account for delivery.	Threshold		
Identifies what is missing from management reports: Probes to get to the underlying issue. Frames questions succinctly.	Threshold		
Stays abreast of industry and other macro issues, able to identify emerging trends of relevance to Avant and bring them to the attention of the Board and management.	Preferred		

Section 2: Appointments or offices held

Appointments	
Board, director, committee or advisory appointments.	
Membership of an industry body whose activities I actively participate in.	
Are you a contributor or author of published articles?	
Lobby or representative bodies I am a member of.	

I have disclosed appointments, duties and actual, potential and perceived conflicts of interest that may be relevant to being endorsed as a Voting Member Nominee.

I have disclosed all matters that are relevant, or could potentially be relevant, to being endorsed as a Voting Member Nominee.

I understand I will be required to complete the Avant Mutual Fit and Proper Statutory Declaration if my nomination for election progresses to the next stage.

I acknowledge and will consent to Avant Mutual independently conducting probity searches to verify my fitness and propriety. The searches will cover (among other things):

- verification of the experiences and qualifications I represent myself to have
- criminal history
- banned and disqualification checks
- bankruptcy and insolvency checks of myself and any company for which I am a director
- director banned and disqualification checks
- Ahpra and other professional body checks
- social and media checks, and
- claims history checks.

Guidance: Include any matter that may not be able to be verified independently, or that may become apparent through the probity searches.

Signature: _____

Date: _____