

**BILL IDENTITY LIMITED**  
**ACN 131 445 335**  
**(Company)**

**and its subsidiaries**  
**(collectively referred to as the “Group”)**

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**CORPORATE GOVERNANCE POLICIES**

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## **SCHEDULE 1 – BOARD CHARTER**

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### **1. ROLE OF THE BOARD**

The role of the Board is to provide overall strategic guidance and effective oversight of management. The Board derives its authority to act from the Company's Constitution.

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### **2. THE BOARD'S RELATIONSHIP WITH MANAGEMENT**

- (a) The Board shall delegate responsibility for the day-to-day operations and administration of the Company and its subsidiaries to the Managing Director.
- (b) Specific limits on the authority delegated to the Managing Director and the Executive Team must be set out in the Delegated Authorities approved by the Board.
- (c) The role of management is to support the Managing Director and implement the running of the general operations and financial business of the Group, in accordance with the delegated authority of the Board.
- (d) In addition to formal reporting structures, members of the Board are encouraged to have direct communications with management and other employees within the Group to facilitate the carrying out of their duties as Directors.

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### **3. SPECIFIC RESPONSIBILITIES OF THE BOARD**

In addition to matters it is expressly required by law to approve, the Board has reserved the following matters to itself:

- (a) driving the strategic direction of the Company and the Group, ensuring appropriate resources are available to meet objectives and monitoring management's performance;
- (b) appointment, and where necessary, the replacement, of the Managing Director and other senior executives and the determination of the terms and conditions of appointment including remuneration and termination;
- (c) appointment, and where necessary, the replacement, of the Chairman;
- (d) appointment, and where necessary, the replacement, of the Company Secretary;
- (e) approving and monitoring systems of risk management and internal compliance and control, codes of conduct and legal compliance;
- (f) overseeing the Company's process for making timely and balanced disclosure of all material information;
- (g) ensuring that the Company has in place effective disclosure policies and procedures so that shareholders and the financial market are fully informed to the extent required by the applicable disclosure rules and legislation on matters that may influence the share price of the Company;
- (h) overseeing the integrity of the Group's financial reporting and approving the annual, half yearly and quarterly accounts;

- (i) approving and monitoring the operating budgets and major capital expenditure of the Group;
- (j) reviewing and approving significant acquisitions, divestitures and other key transactions of the Group;
- (k) approving significant changes to the organisational structure;
- (l) approving the issue of any shares, options, equity instruments or other securities in the Company (subject to compliance with the ASX Listing Rules if applicable);
- (m) procuring appropriate professional development opportunities for Directors to develop and maintain the skills and knowledge needed to perform their role as Directors effectively;
- (n) approving the Company's remuneration framework;
- (o) ensuring a high standard of corporate governance practice and regulatory compliance and promoting ethical and responsible decision making; and
- (p) considering and recommending to shareholders the appointment of the external auditor as and when their appointment or re-appointment is required to be approved by them (in accordance with the ASX Listing Rules if applicable).

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#### **4. COMPOSITION OF THE BOARD**

- (a) The Board of the Company must comprise at least three members.
- (b) The Board of the Company should comprise Directors with a mix of qualifications, experience and expertise which will assist the Board in fulfilling its responsibilities, as well as assisting the Company in achieving growth and delivering value to shareholders.
- (c) In appointing new members to the Board of the Company, consideration must be given to the demonstrated ability and future potential of the appointee to contribute to the ongoing effectiveness of the Board, to exercise sound business judgement, to commit the necessary time to fulfil the requirements of the role effectively and to contribute to the development of the strategic direction of the Company and the Group.
- (d) The composition of the Board of the Company is to be reviewed regularly against the Company's Board skills matrix prepared and maintained by the Nominations Committee (or the full Board in the absence of a Nomination Committee) to ensure the appropriate mix of skills and expertise is present to facilitate the efficient and effective functioning of the Board.
- (e) The Company must disclose the relevant qualifications and experience of each Board Member of the Company in, or in conjunction with, its Annual Report.
- (f) Where practical, the majority of the Board of the Company should be comprised of non-executive Directors.
- (g) Where practical, at least 50% of the Board of the Company should be independent.

- (i) An independent Director is a director who is free of any interest, position, association or relationship that might influence, or reasonably be perceived to influence, in a material respect his or her capacity to bring an independent judgement to bear on issues before the Board and to act in the best interests of the Company and its security holders generally.
  - (ii) In considering whether a Director is independent, the Board of the Company should consider the definition of what constitutes independence as detailed in Box 2.3 of the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations 3<sup>rd</sup> Edition* as set out in Annexure A – *Definition of Independence (Independence Tests)*.
- (h) The Company must disclose the length of service of each Director in, or in conjunction with, its Annual Report.
  - (i) No member of the Board may serve for more than three years or past the third annual general meeting following their appointment, whichever is the longer, without being re-elected by the shareholders.
  - (j) Prior to the Board proposing re-election of non-executive Directors, their performance will be evaluated by the Remuneration and Nomination Committee to ensure that they continue to contribute effectively to the Board.

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## 5. DIRECTOR RESPONSIBILITIES

- (a) Where a Director of the Company has an interest, position, association or relationship of the type described in the Independence Tests, but the Board is of the opinion that it does not compromise the independence of the Director, the Company must disclose the nature of the interest, position, association or relationship in question and an explanation of why the Board is of that opinion.
- (b) Directors must disclose their interests, positions, associations or relationships. The independence of the Directors should be regularly assessed by the Board in light of the interests disclosed by them.
- (c) Directors are expected to bring their independent views and judgement to the Board and must declare immediately to the Board any potential or active conflicts of interest.
- (d) Directors must declare immediately to the Board, and the Board will determine whether to declare to the market, any loss of independence.

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## 6. THE ROLE OF THE CHAIRMAN

- (a) The Chairman is responsible for the leadership of the Board, ensuring it is effective, setting the agenda of the Board, conducting the Board meetings, ensuring then approving that an accurate record of the minutes of board meetings is held by the Company and conducting the shareholder meetings.
- (b) Where practical, the Chairman should be a non-executive Director. If a Chairman ceases to be an independent Director then the Board will consider appointing a lead independent Director.

- (c) Where practical, the Managing Director should not be the Chairman of the Company during his term as Managing Director or in the future.
- (d) The Chairman must be able to commit the time to discharge the role effectively.
- (e) The Chairman should facilitate the effective contribution of all Directors and promote constructive and respectful relations between Board members and management.
- (f) In the event that the Chairman is absent from a meeting of the Board then the Board shall appoint a Chairman for that meeting in an Acting capacity.

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## **7. BOARD COMMITTEES**

- (a) Once the Board is of a sufficient size and structure and the Company's operations are of a sufficient magnitude, the Board may elect to establish any of the following committees, as individual or joint committees, to assist the Board in fulfilling its duties:
  - (i) Audit and Risk Committee;
  - (ii) Remuneration Committee; and
  - (iii) Nomination Committee.
- (b) Each of the above committees has its own written terms of reference which is approved by the Board and reviewed following any applicable regulatory changes.
- (c) Where the Board elects to establish any Committees:
  - (i) The Board will ensure that the Committees are sufficiently funded to enable them to fulfil their roles and discharge their responsibilities.
  - (ii) Members of Committees are appointed by the Board. The Board may appoint additional members to Committees or remove and replace members of Committees by resolution.
  - (iii) The Board must disclose the members and Chairman of each Committee and the relevant qualifications and experience of those members in, or in conjunction with its annual report.
  - (iv) The minutes of each Committee meeting shall be provided to the Board at the next occasion the Board meets following approval of the minutes of such Committee meeting, except where the Committee determines that such access would be adverse to the Company's interests.
  - (v) The Company must disclose in, or in conjunction with, its annual report, in relation to each reporting period relevant to a Committee, the number of times each Committee met throughout the period and the individual attendances of the members at those Committee meetings.
- (d) Where the Board does not consider that the Company will benefit from a particular separate committee:

- (i) the Board must carry out the duties that would ordinarily be assigned to that committee under the written terms of reference for that committee; and
- (ii) the Company must disclose in, or in conjunction with, its annual report:
  - (A) the fact a Committee has not been established; and
  - (B) in the case where an Audit and Risk Committee has not been established, the processes the Board employs to independently verify and safeguard the integrity of its financial reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner, and the process it employs for overseeing the Company's risk management framework.

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## **8. BOARD MEETINGS**

- (a) In accordance with the Company's constitution, there must be two Directors present at a meeting to constitute a quorum.
- (b) The Board will schedule formal Board meetings at least quarterly and hold additional meetings, including by telephone, as may be required.
- (c) Non-executive Directors may confer at scheduled times without management being present.
- (d) The Company Secretary shall co-ordinate the timely completion and distribution of Board and committee papers for each meeting of the Board and any committee.
- (e) The minutes of each Board meeting shall be prepared by the Company Secretary, approved by the Chairman and circulated to Directors after each meeting. Minutes of meetings must be approved by the Board at a subsequent Board meeting.
- (f) Further details regarding Board meetings are set out in the Company's Constitution.

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## **9. THE COMPANY SECRETARY**

- (a) The Board has the responsibility for the appointment and removal, by resolution, of the Company Secretary.
- (b) The Company Secretary is accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board.
- (c) The Company Secretary shall ensure that the business at Board and committee meetings is accurately captured in the minutes.
- (d) The Company Secretary is to facilitate the induction and professional development of Directors in accordance with the policies and processes set by the Board.
- (e) The Company Secretary is to facilitate and monitor the implementation of Board policies and procedures.

- (f) The Company Secretary is to provide advice to the Board on corporate governance matters, the application of the Company's Constitution, the ASX Listing Rules and applicable other laws.
- (g) When requested by the Board, the Company Secretary will facilitate the flow of information of the Board, between the Board and its Committees and between senior executives and non-executive Directors.
- (h) All Directors have access to the advice and services provided by the Company Secretary.

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**10. ACCESS TO ADVICE**

- (a) All Directors have unrestricted access to company records and information except where the Board determines that such access would be adverse to the Company's interests.
- (b) All Directors may consult management and employees as required to enable them to discharge their duties as Directors.
- (c) The Board, Committees or individual Directors may seek independent external professional advice as considered necessary at the expense of the Company, subject to prior consultation with the Chairman. A copy of any such advice received is to be made available to all members of the Board.

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**11. PERFORMANCE REVIEW**

The Nomination Committee shall conduct an annual performance review of the Board that:

- (a) addresses the procedures outlined in *Annexure B: Performance and Evaluation Procedures*; and
- (b) suggests any amendments to the Charter as are deemed necessary or appropriate.

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**12. DISCLOSURE**

The Charter shall be made available to members on request, to senior management, to the external auditor and to other parties as deemed appropriate and will be posted to the Group's website.



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## **SCHEDULE 2 – CORPORATE CODE OF CONDUCT**

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### **1. PURPOSE**

The purpose of this Corporate Code of Conduct is to provide a framework for decisions and actions in relation to ethical conduct in employment. It underpins the Group's commitment to integrity and fair dealing in its business affairs and to a duty of care to all employees, clients and stakeholders. The document sets out the principles covering appropriate conduct in a variety of contexts and outlines the minimum standard of behaviour expected from employees.

“**Employees**” for the purposes of this Code of Conduct includes all directors, employees and contractors who are employed, engaged by, and/or act on behalf of the Group.

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### **2. ACCOUNTABILITIES**

#### **2.1 Managers and Supervisors**

Managers and supervisors are responsible and accountable for:

- (a) undertaking their duties and behaving in a manner that is consistent with the provisions of the Code of Conduct;
- (b) the effective implementation, promotion and support of the Code of Conduct in their areas of responsibility; and
- (c) ensuring employees under their control understand and follow the provisions outlined in the Code of Conduct.

#### **2.2 Employees**

All employees are responsible for:

- (a) undertaking their duties in a manner that is consistent with the provisions of the Code of Conduct;
- (b) reporting suspected corrupt conduct; and
- (c) reporting any departure from the Code of Conduct by themselves or others.

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### **3. PERSONAL AND PROFESSIONAL BEHAVIOUR**

When carrying out your duties, you should:

- (a) behave honestly and with integrity and report other employees who are behaving dishonestly;
- (b) carry out your work with integrity and to a high standard;
- (c) operate within the law at all times;
- (d) act in the best interests of the Group;
- (e) follow the policies of the Group; and

- (f) act in an appropriate business-like manner when representing the Group in public forums.

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#### **4. CONFLICT OF INTEREST**

Potential for conflict of interest arises when it is likely that you could be influenced, or it could be perceived that you are influenced by a personal interest when carrying out your duties. Conflicts of interest that lead to biased decision making may constitute corrupt conduct.

Some situations that may give rise to a conflict of interest include situations where you have:

- (a) financial interests in a matter the Group deals with or you are aware that your friends or relatives have a financial interest in the matter;
- (b) directorships/management of outside organisations;
- (c) membership of boards of outside organisations;
- (d) personal relationships with people the Group is dealing with which go beyond the level of a professional working relationship;
- (e) secondary employment, business, commercial, or other activities outside of the workplace which impacts on your duty and obligations to the Group;
- (f) access to information that can be used for personal gain; and
- (g) offer of an inducement.

You may often be the only person aware of the potential for conflict. It is your responsibility to avoid any conflict from arising that could compromise your ability to perform your duties impartially. You must report any potential or actual conflicts of interest to your manager.

If you are uncertain whether a conflict exists, you should discuss that matter with your manager and attempt to resolve any conflicts that may exist.

You must not submit or accept any bribe, or other improper inducement. Any such inducements are to be reported to your manager.

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#### **5. PUBLIC AND MEDIA COMMENT**

It is the Group's policy that all public statements, including responses to public and media enquiries, be made by authorised spokespersons only.

The Company's Authorised Spokespersons are its Chairman, Managing Director and Executive Director/s.

Other Employees must not make official comment on matters relating to the Group unless they are:

- (a) authorised to do so by an Authorised Spokesperson; or
- (b) giving evidence in court; or
- (c) otherwise authorised or required to by law.

Employees must not release unpublished or privileged information unless they have the authority to do so from an Authorised Spokesperson.

The above restrictions apply except where prohibited by law, for example in relation to "whistleblowing".

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## **6. USE OF COMPANY RESOURCES**

Requests to use Company resources outside core business time should be referred to management for approval.

If employees are authorised to use Company resources outside core business times they must take responsibility for maintaining, replacing, and safeguarding the property and following any special directions or conditions that apply.

Employees using Company resources **without** obtaining prior approval could face disciplinary and/or criminal action. Company resources are not to be used for any private commercial purposes.

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## **7. SECURITY OF INFORMATION**

Employees are to make sure that confidential and sensitive information cannot be accessed by unauthorised persons. Sensitive material should be securely stored overnight or when unattended. Employees must ensure that confidential information is only disclosed or discussed with people who are authorised to have access to it. It is considered a serious act of misconduct to deliberately release confidential documents or information to unauthorised persons, and may incur disciplinary action.

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## **8. INTELLECTUAL PROPERTY/COPYRIGHT**

Intellectual property includes the rights relating to technology, scientific discoveries, industrial designs, trademarks, service marks, commercial names and designations, and inventions and is valuable to the Company.

The Company is the owner of intellectual property created by employees in the course of their employment unless a specific prior agreement has been made. Employees must obtain written permission to use any such intellectual property from the Managing Director before making any use of that property for purposes other than as required in their role as employee.

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## **9. DISCRIMINATION AND HARASSMENT**

Employees must not harass, discriminate, or support others who harass and discriminate against colleagues or members of the public on the grounds of sex, pregnancy, marital status, age, race (including their colour, nationality, descent, ethnic or religious background), physical or intellectual impairment, homosexuality or transgender.

Such harassment or discrimination may constitute an offence under legislation. The Company's executives should understand and apply the principles of equal employment opportunity.

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## **10. OCCUPATIONAL HEALTH AND SAFETY**

It is the responsibility of all employees to act in accordance with occupational health and safety legislation, regulations and policies applicable to the Group's operations and to use security and safety equipment provided.

Specifically all employees are responsible for safety in their work area by:

- (a) following the safety and security directives of management;
- (b) advising management of areas where there is a potential problem in safety and reporting suspicious occurrences; and
- (c) minimising risks in the workplace.

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**11. LEGISLATION**

It is essential that all employees comply with the laws and regulations of the countries in which we operate. Violations of such laws may have serious consequences for the Group and any individuals concerned. Any known violation must be reported immediately to management.

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**12. FAIR DEALING**

The Group aims to succeed through fair and honest competition and not through unethical or illegal business practices. Each employee should endeavour to deal fairly with the Group's suppliers, customers and other employees.

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**13. INSIDER TRADING**

All employees must observe the Group's "*Trading Policy*". In conjunction with the legal prohibition on dealing in the Company's securities when in possession of unpublished price sensitive information, the Group has established specific time periods when Directors, key management personnel and other employees are permitted to buy and sell the Company's securities.

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**14. RESPONSIBILITIES TO INVESTORS**

The Group strives for full, fair and accurate disclosure of financial and other information on a timely basis.

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**15. BREACHES OF THE CODE OF CONDUCT**

Employees should note that breaches of certain sections of this Code of Conduct may be punishable under legislation.

Breaches of this Code of Conduct may lead to disciplinary action. The process for disciplinary action is outlined in Group policies and guidelines, relevant industrial awards and agreements.

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**16. REPORTING MATTERS OF CONCERN**

Employees are encouraged to raise any matters of concern in good faith with the head of their business unit, the Managing Director or the Company Secretary, without fear of retribution. If the Managing Director or the Company Secretary suspects that any reported matter of concern constitutes, or may constitute, a breach of the Code of Conduct, they must report the reported matter to the then Chairman of the Audit & Risk Committee.

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## SCHEDULE 3 – PUBLIC SECTOR CODE OF CONDUCT

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### 1. PURPOSE

The purpose of this Public Sector Code of Conduct is to provide a framework for ethical and compliant conduct and decision making when doing business with government customers and the prime contractors and subcontractors who serve such entities ("Public Sector Customers").

This policy is an expansion of the principles outlined in the Group's Corporate Code of Conduct. It deals specifically with the often complex set of laws, regulations and contract clauses that govern the contracting and subcontracting activities of Public Sector Customers.

This policy underpins the Group's commitment to ensuring that all employees of the Group demonstrate, at all times, only the highest standards of ethical business practices when dealing with Public Sector Customers and outlines the minimum standard of behaviour expected from employees in upholding this commitment.

"**Employees**" for the purposes of this Public Sector Code of Conduct includes all directors, employees and contractors who are employed, engaged by, and/or act on behalf of the Group.

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### 2. PRINCIPLES

The Group's dealings with Public Sector Customers are guided by the following guidelines and basic principles:

(a) **Books, Records and Communications**

All Employees must communicate truthfully and accurately with Public Sector Customers (and their agents) in all emails, letters, proposals, representations and certifications, and contract reports. Employees must never knowingly make a false statement or submit a false claim to a Public Sector Customer, directly or indirectly. This includes the submission of inaccurate or misleading information in support of prices offered by the Company or any of its subsidiaries, the submission of improper invoices, or inaccurate or misleading representations or certifications.

The Group undertakes to maintain all relevant contract documentation in accordance with all applicable regulations and contract provisions.

(b) **Gifts/Bribes/Gratuities/Entertainment/Kickbacks**

The Group recognises that the rules surrounding the exchange of gifts, gratuities and entertainment with Public Sector Customers are different from those relating to commercial customers. Accordingly, Employees must be aware that it is, in many jurisdictions in which the Group may operate, illegal and unethical to:

- (i) compete for Public Sector Customer work or award Public Sector Customer work on any basis other than the merits of such a decision; and
- (ii) provide or accept anything of value to reward or obtain favourable treatment.

As a result, Employees must not:

- (i) offer, provide, solicit or accept anything of value in return for obtaining or rewarding favourable treatment concerning Public Sector Customer business;
- (ii) offer or provide anything of value in return for or to influence an act by a government employee; or
- (iii) provide anything of value (whether nominal or otherwise) to a government employee unless explicitly authorised by the Company after appropriate legal review.

For the avoidance of doubt, "value" includes such things as cash, free goods or even items of nominal value including, but not limited to meals, entertainment, transportation, tickets to events and gift certificates.

(c) **Contingent Fee Agreements**

The Group and its Employees are committed to ensuring compliance with all laws and regulations that relate to contingent fee agreements for soliciting or receiving Public Sector Customer contracts. Employees of the Group must not execute any agreement that could involve improper attempts to influence the award of such contracts.

(d) **Cooperation with Government Reviews**

Under the guidance and direction of necessary and appropriate legal representation, the Group and its Employees undertake to cooperate fully with all reviews (including audits) of any government contracts and subcontracts, and will make full disclosure, as appropriate, of legal violations of those agreements when required by regulation, contract or Group policies and procedures. As part of this undertaking, Employees must not alter or delete documents relating to these agreements except in accordance with established record retention requirements.

(e) **Cost Records**

When required by contracts and subcontracts, the Group and its Employees will retain accurate records relating to time billed and work performed and will comply with all laws, regulations, contract/subcontract provisions and Group policies regarding cost reporting, including time charging.

(f) **Hiring Government Employees**

The Group and its Employees must fully comply with all laws and regulations relating to employment discussions and employment decisions involving current and former government officials and government employees.

(g) **Organisational Conflicts of Interest (OCIs)**

In addition, to avoid personal conflicts of interest with the Group's business (as set forth in the Corporate Code of Conduct), all Employees must comply with the rules governing OCIs applicable to government contractors and subcontractors.

When requested, and as appropriate, the Group will identify and disclose to Public Sector Customers any OCIs, which include circumstances when we or our business partners have:

- (i) access to nonpublic information as part of performing a government contract if that information would give us a competitive advantage in future contract competitions;
- (ii) set the "ground rules" through performance of a government contract (for example, by writing work statements or specifications) for future contract competitions in which we may participate; or
- (iii) "impaired objectivity" because of product or performance evaluations or similar efforts that could have an impact on future contract awards.

(h) **Procurement Integrity**

Employees must neither solicit nor accept competitors' bid or proposal information or source selection information (such as internal government proposal evaluation information) when such actions are prohibited by law or regulation. Employees must not attempt to influence an ongoing source selection by means other than the bid or proposal process.

Specifically, with regards to the Group's operations in the United States, Employees must observe the U.S. Procurement Integrity Act which specifically prohibits any contractor from soliciting or obtaining certain nonpublic bid proposal, cost and pricing, and source selection information.

(i) **Product Substitution**

The Group and its Employees must provide products and services to Public Sector Customers that comply fully with all specifications, statement of work and other contract provisions.

The Group and its Employees may make substitutions of products, services or personnel only when:

- (i) permitted by contract or subcontract; and
- (ii) when approved in a written modification by an authorised representative of the customer.

All invoices must accurately reflect what has been ordered and delivered, consistent with the terms of the contract.

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**3. ACCOUNTABILITIES**

**3.1 Management**

Management of the Group are responsible and accountable for:

- (a) undertaking their duties and behaving in a manner that is consistent with the provisions of the Public Sector Code of Conduct;
- (b) ensuring the effective implementation, promotion and support of the Public Sector Code of Conduct across the Group, including ensuring that adequate and effective systems of risk management and internal compliance and control are in place to ensure compliance with the principles and requirements of the Public Sector Code of Conduct; and

- (c) ensuring employees throughout the Group understand and follow the provisions outlined in the Public Sector Code of Conduct.

### **3.2 Employees**

All Employees are responsible for:

- (a) undertaking their duties in a manner that is consistent with the provisions of the Public Sector Code of Conduct; and
- (b) reporting any actual or suspected departure from the Public Sector Code of Conduct by themselves or others.

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## **4. BREACHES OF THE CODE OF CONDUCT**

Breaches of this Code of Conduct may lead to disciplinary action, including termination where necessary. The process for disciplinary action is outlined in Group policies and guidelines, relevant industrial awards and agreements.

Employees should also note that breaches of certain sections of this Public Sector Code of Conduct may be punishable under legislation. The Group reserves the right to report misconduct to appropriate federal, state and local authorities.

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## **5. REPORTING MATTERS OF CONCERN**

Employees are encouraged to raise any matters of concern in good faith with the head of their business unit, the head of human resources, the Managing Director or with the Group's Company Secretary, without fear of retribution. If the Managing Director or the Company Secretary suspects that any reported matter of concern constitutes, or may constitute, a breach of the Code of Conduct, they must report the reported matter to the then Chairman of the Audit & Risk Committee.

Subject at all times to the various laws and jurisdictions in which the Group operates, Employees may have specific whistleblower rights and protections under the law. For example, in the United States of America, an employee is protected by law if he or she discloses information that the employee reasonably believes is evidence of:

- (a) gross mismanagement of a federal contract;
- (b) a gross waste of federal funds;
- (c) an abuse of authority relating to a federal contract;
- (d) a substantial and specific danger to public health or safety; or
- (e) a violation of law, rule, or regulation related to a federal contract;

**and** where this information is disclosed to specific entities, including:

- (a) a Member of Congress or a representative of a committee of Congress;
- (b) an Inspector General;
- (c) the Government Accountability Office;
- (d) a federal employee responsible for contract oversight or management at the relevant agency;



- (e) an authorised official of the Department of Justice or other law enforcement agency;
- (f) a court or grand jury; or
- (g) a management official or other employee of the contractor or subcontractor who has the responsibility to investigate, discover, or address misconduct.

Where an employee engages in such legally protected whistleblower activity, there will be no retaliation by the Group, whether by way of discharging, demoting, or otherwise discriminating against that employee.

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## **SCHEDULE 4 – AUDIT AND RISK COMMITTEE CHARTER**

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### **1. ROLE**

The role of the Audit and Risk Committee is to assist the Board in monitoring and reviewing any matters of significance affecting financial reporting, compliance and risk.

This Charter defines the Audit and Risk Committee's function, composition, mode of operation, authority and responsibilities.

Where the Board does not consider that the Company will benefit from a separate Audit and Risk Committee, the full Board will carry out the duties assigned to the Audit and Risk Committee in accordance with this Charter.

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### **2. PURPOSE**

The primary purpose of the Committee is to assist the Board in fulfilling its statutory and fiduciary responsibilities relating to:

- (a) the quality and integrity of the Group's financial statements, accounting policies and financial reporting and disclosure practices;
- (b) compliance with all applicable laws, regulations and company policy;
- (c) the effectiveness and adequacy of internal control processes;
- (d) the performance of the Group's external auditors and their appointment and removal;
- (e) the independence of the external auditor and the rotation of the lead engagement partner;
- (f) the identification and management of business, economic, environmental and social sustainability risks; and
- (g) the review of the Group's risk management framework at least annually to satisfy itself that it continues to be sound and to determine whether there have been any changes in the material business risks the Group faces and to ensure that they remain within the risk appetite set by the Board.

A secondary function of the Committee is to perform such special reviews or investigations as the Board may consider necessary.

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### **3. COMPOSITION**

The Board will strive to adhere to the following composition requirements for the Committee where at all possible. However the Board acknowledges that the composition of the Board may not allow adherence to the following composition requirements from time to time.

- (a) The Committee shall be comprised of at least three members.
- (b) Where possible, all members of the Committee should be non-executive Directors.

- (c) Where possible, a majority of the members of the Committee should be independent Directors in accordance with the criteria set out in *Annexure A – Definition of Independence*.
- (d) The Board will appoint members of the Committee. The Board may remove and replace members of the Committee by resolution.
- (e) All members of the Committee must be able to read and understand financial statements.
- (f) The Chairman of the Committee should not be the Chairman of the Board of Directors and should be independent.
- (g) The Chairman shall have leadership experience and a strong finance, accounting or business background.
- (h) The external auditors, the other Directors, the Managing Director, Chief Financial Officer and senior executives, may be invited to Committee meetings at the discretion of the Committee.

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#### **4. DUTIES AND RESPONSIBILITIES OF THE COMMITTEE**

##### **4.1 Review of Financial Reports**

- (a) Review the appropriateness of the accounting principles adopted by management in the financial reports and the integrity of the Group's financial reporting.
- (b) Oversee the financial reports and the results of the external audits of those reports.
- (c) Assess whether external reporting is adequate for shareholder needs.
- (d) Assess management processes supporting external reporting.
- (e) Establish procedures for treatment of accounting complaints.
- (f) Review the impact of any proposed changes in accounting policies on the financial statements.
- (g) Review the quarterly, half yearly and annual results.
- (h) Ensure that, before the Board approves the Group's financial statements for a financial period, the Managing Director and Chief Financial Officer (or, if none, the person(s) fulfilling those functions) have provided a written statement to the Board declaring that, in their opinion:
  - (i) the financial records of the Group have been properly maintained in accordance with the Corporations Act;
  - (ii) the Group's financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the Group; and
  - (iii) the assertions made in respect of (i) and (ii) above has been formed on the basis of a sound system of risk management and internal control which is operating effectively.

## **4.2 Relationship with External Auditors**

- (a) Recommend to the Board procedures for the selection and appointment of external auditors and for the rotation of external auditor partners.
- (b) Review performance, succession plans and rotation of lead engagement partner.
- (c) Approve the external audit plan and fees proposed for audit work to be performed.
- (d) Discuss any necessary recommendations to the Board for the approval of quarterly, half yearly or annual reports.
- (e) Review the adequacy of accounting and financial controls together with the implementation of any recommendations of the external auditor in relation thereto.
- (f) Meet with the external auditors or receive a report from the external auditors at least twice in each financial year and at any other time the Committee considers appropriate.
- (g) Provide pre-approval of audit and non-audit services that are to be undertaken by the external auditor.
- (h) Ensure adequate disclosure as may be required by law of the Committee's approval of all non-audit services provided by the external auditor.
- (i) Ensure that the external auditor prepares and delivers an annual statement as to their independence which includes details of all relationships with the Group.
- (j) Receive from the external auditor their report on, among other things, critical accounting policies and alternative accounting treatment, prior to the filing of their audit report in compliance with the Corporations Act.
- (k) Ensure that the external auditor attends the Company's Annual General Meeting and is available to answer questions from security holders relevant to the audit.

## **4.3 Internal Audit Function**

- (a) Monitor the need for a formal internal audit function and, if required, determine the scope of work to be undertaken.
- (b) Assess the performance and objectivity of any internal audit procedures that may be in place.
- (c) Review risk management and internal compliance procedures.
- (d) Monitor the quality of the accounting function.
- (e) Review the internal controls of the Group via consideration of any comments from the Group's internal and/or external auditors and/or commissioning an independent report on the Group's internal controls.

#### **4.4 Risk Management**

- (a) Oversee the Group's risk management systems, practices and procedures to ensure effective risk identification and management and compliance with internal guidelines and external requirements.
- (b) Assist in identifying and managing potential or apparent business, economic, environmental and social sustainability risks (if appropriate).
- (a) Review the Group's risk management framework at least annually to:
  - (i) ensure that it continues to be sound;
  - (ii) determine whether there have been any changes in the material business risks exposures of the Group; and
  - (iii) ensure that those risks remain within the risk appetite set by the Board.
- (b) Disclose in relation to each reporting period, whether such a review of the Group's risk management framework has taken place in accordance with (c) above.
- (c) Review reports by management on the efficiency and effectiveness of the Group's risk management framework and associated internal compliance and control procedures.

#### **4.5 Other**

- (a) The Committee will oversee the Group's environmental and sustainability risk management (if any) and occupational health and safety processes.
- (b) The Committee will oversee procedures for whistleblower protection.
- (c) As contemplated by the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations*, and to the extent that such deviation or waiver does not result in any breach of the law, the Committee may approve any deviation or waiver from the "Corporate code of conduct". Any such waiver or deviation will be promptly disclosed where required by applicable law.
- (d) Monitor related party transactions.

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### **5. MEETINGS**

- (a) The Committee will meet at least twice in each financial year and additionally as circumstances may require for it to undertake its role effectively.
- (b) Meetings are called by the Secretary as directed by the Board or at the request of the Chairman of the Committee.
- (c) Where deemed appropriate by the Chairman of the Committee, meetings and subsequent approvals and recommendations can be implemented by a circular written resolution or conference call.
- (d) A quorum shall consist of two members of the Committee. In the absence of the Chairman of the Committee or their nominees, the members shall elect one of their members as Chairman of that meeting.

- (e) Decisions will be based on a majority of votes with the Chairman having a casting vote.
- (f) The Committee Chairman, through the Secretary, will prepare a report of the actions of the Committee to be included in the Board papers for the next Board meeting.
- (g) Minutes of each meeting are included in the papers for the next full Board meeting after each Committee meeting, except where the Committee determines that such access would be adverse to the Group's interests.

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**6. SECRETARY**

- (a) The Company Secretary or their nominee shall be the Secretary of the Committee and shall attend meetings of the Committee as required.
- (b) The Secretary will be responsible for keeping the minutes of meetings of the Committee and circulating them to Committee members and to the other members of the Board.
- (c) The Secretary shall distribute supporting papers for each meeting of the Committee as far in advance as possible.

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**7. RELIANCE ON INFORMATION OR PROFESSIONAL OR EXPERT ADVICE**

Each member of the Committee is entitled to rely on information, or professional or expert advice, to the extent permitted by law, given or prepared by:

- (a) an employee of the Group whom the member believes on reasonable grounds to be reliable and competent in relation to the matters concerned;
- (b) a professional adviser or expert in relation to matters that the member believes on reasonable grounds to be within the person's professional or expert competence; or
- (c) another Director or officer of the Group in relation to matters within the Director's or officer's authority.

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**8. ACCESS TO ADVICE**

- (a) Members of the Committee have rights of access to management and to the books and records of the Group to enable them to discharge their duties as Committee members, except where the Board determines that such access would be adverse to the Group's interests.
- (b) Members of the Committee may meet with the auditors, both internal and external, without management being present.
- (c) Members of the Committee may consult independent legal counsel or other advisers they consider necessary to assist them in carrying out their duties and responsibilities, subject to prior consultation with the Chairman. Any costs incurred as a result of the Committee consulting an independent expert will be borne by the Company.

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**9. REPORT TO THE BOARD**

- (a) The Committee must report to the Board formally at the next Board meeting following the last Committee meeting on matters relevant to the Committee's role and responsibilities.
- (b) The Committee must brief the Board promptly on all urgent and significant matters.

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**10. DISCLOSURE**

The Charter shall be made available to members on request, to senior management, to the external auditor and to other parties as deemed appropriate and will be posted to the Group's website.

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**11. REVIEW**

The Board will conduct an annual review of the membership to ensure that the Committee has carried out its functions in an effective manner, and will update the Charter as required or as a result of new laws or regulations.

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## **SCHEDULE 5 – REMUNERATION COMMITTEE CHARTER**

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### **1. ROLE**

The role of the Remuneration Committee is to assist the Board in monitoring and reviewing any matters of significance affecting the remuneration of the Board and employees of the Group. This Charter defines the Remuneration Committee's function, composition, mode of operation, authority and responsibilities.

Where the Board does not consider that the Company will benefit from a separate Remuneration Committee, the full Board will carry out the duties assigned to the Remuneration Committee in accordance with this Charter.

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### **2. PURPOSE**

The primary purpose of the Committee is to support and advise the Board in fulfilling its responsibilities to shareholders by:

- (a) reviewing and approving the *Remuneration Policy* to enable the Group to attract and retain executives and Directors who will create value for shareholders;
- (b) ensuring that the executive remuneration policy demonstrates a clear relationship between key executive performance and remuneration;
- (c) recommending to the Board the remuneration of executive Directors;
- (d) fairly and responsibly rewarding executives having regard to the performance of the Group, the performance of the executive and the prevailing remuneration expectations in the market;
- (e) reviewing the Group's recruitment, retention and termination policies and procedures for senior management;
- (f) reviewing and approving the remuneration of direct reports to the Managing Director and other senior executives as appropriate; and
- (g) reviewing and approving any equity based plans and other incentive schemes.

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### **3. COMPOSITION**

The Board will strive to adhere to the following composition requirements for the Committee where at all possible. However the Board acknowledges that the composition of the Board may not allow adherence to the following composition requirements from time to time.

- (a) The Committee shall be comprised of at least three members.
- (b) Where possible, a majority of the members of the Committee should be independent non-executive Directors in accordance with the criteria set out in *Annexure A – Definition of Independence*.
- (c) The Chairman of the Committee should be independent and should not also hold the position of Chairman of the Board of Directors.
- (d) The Board will appoint members of the Committee. The Board may remove and replace members of the Committee by resolution.



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## 4. DUTIES AND RESPONSIBILITIES

### 4.1 Remuneration Policy

- (a) Review and approve the Group's recruitment, retention and termination policies and procedures for senior executives to enable the Group to attract and retain executives and Directors who can create value for shareholders.
- (b) Review the on-going appropriateness and relevance of the Remuneration Policy and other executive benefit programs.
- (c) Ensure that the Remuneration Policy fairly and responsibly rewards executives having regard to the performance of the Company and its subsidiaries, the performance of the executive and prevailing remuneration expectations in the market.

### 4.2 Remuneration of Executive Directors and Senior Management

- (a) Consider and make recommendations to the Board on the remuneration for each executive Director (including base pay, incentive payments, equity awards, retirement rights and service contracts) having regard to the executive remuneration policy.
- (b) Review and approve the proposed remuneration (including incentive awards, equity awards and service contracts) for the direct reports of the Managing Director.
- (c) Oversee an annual performance evaluation of the senior executive team in accordance with the processes outlined in *Annexure B – Performance Evaluation Procedures*. This evaluation is based on specific criteria, including the business performance of the Company and its subsidiaries, whether strategic objectives are being achieved and the development of management and personnel.
- (d) Approve changes to the remuneration or contract terms of executive Directors and direct reports to the Managing Director.
- (e) Approve termination payments to executive Directors or direct reports to the Managing Director. Termination payments to other departing executives should be reported to the Committee at its next meeting.

### 4.3 Executive Incentive Plans (including Equity Based Plans)

- (a) Review and approve the design of any executive incentive plans (**Plans**).
- (b) Review and approve any Plans that may be introduced in the light of legislative, regulatory and market developments.
- (c) For each Plan, determine each year whether awards will be made under that Plan.
- (d) Review and approve total proposed awards under each Plan.
- (e) In addition to considering awards to executive Directors and direct reports to the Managing Director, review and approve proposed awards under each Plan on an individual basis for executives as required under the rules governing each Plan or as determined by the Committee.

- (f) Review, approve and keep under review performance hurdles for each Plan.
- (g) Review, manage and disclose the policy (if any) under which participants to a Plan may be permitted (at the discretion of the Company) to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the Plan.

#### **4.4 Other**

The Committee shall perform other duties and activities that it or the Board considers appropriate.

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### **5. MEETINGS**

- (a) The Committee will meet at least once per year and additionally as circumstances may require.
- (b) Meetings are called by the Secretary as directed by the Board or at the request of the Chairman of the Committee.
- (c) A quorum shall comprise any two members of the Committee. In the absence of the Committee Chairman or appointed delegate, the members shall elect one of their members as Chairman.
- (d) Where deemed appropriate by the Chairman of the Committee, meetings and subsequent approvals may be held or concluded by way of a circular written resolution or a conference call.
- (e) Decisions will be based on a majority of votes with the Chairman having the casting vote.
- (f) The Committee may invite any executive management team members or other individuals, including external third parties, to attend meetings of the Committee, as they consider appropriate.

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### **6. SECRETARY**

- (a) The Company Secretary or their nominee shall be the Secretary of the Committee, and shall attend meetings of the Committee as required.
- (b) The Secretary will be responsible for keeping the minutes of meeting of the Committee and circulating them to Committee members and to the other members of the Board.
- (c) The Secretary shall distribute supporting papers for each meeting of the Committee as far in advance as possible.

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### **7. RELIANCE ON INFORMATION OR PROFESSIONAL OR EXPERT ADVICE**

Each member of the Committee is entitled to rely on information, or professional or expert advice, to the extent permitted by law, given or prepared by:

- (a) an employee of the Group whom the member believes on reasonable grounds to be reliable and competent in relation to the matters concerned;

- (b) a professional adviser or expert in relation to matters that the member believes on reasonable grounds to be within the person's professional or expert competence; or
- (c) another Director or officer of the Group in relation to matters within the Director's or officer's authority.

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**8. ACCESS TO ADVICE**

- (a) Members of the Committee have rights of access to the books and records of the Group to enable them to discharge their duties as Committee members, except where the Board determines that such access would be adverse to the Group's interests.
- (b) The Committee may consult independent experts to assist it in carrying out its duties and responsibilities. Any costs incurred as a result of the Committee consulting an independent expert will be borne by the Company.

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**9. REPORT TO THE BOARD**

- (a) The Committee must report to the Board formally at the next Board meeting following from the last Committee meeting on matters relevant to the Committee's role and responsibilities.
- (b) The Committee must brief the Board promptly on all urgent and significant matters.

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**10. DISCLOSURE**

- (a) The Company must disclose the policies and practices regarding the remuneration of non-executive directors, executive directors and other senior executives in the annual report and as otherwise required by law.
- (b) The Charter shall be made available to members on request, to senior management, to the external auditor and to other parties as deemed appropriate and will be posted to the Group's website.

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**11. REVIEW**

The Board will conduct an annual review of the membership to ensure that the Committee has carried out its functions in an effective manner, and will update the Charter as required or as a result of new laws or regulations.

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## **SCHEDULE 6 – NOMINATION COMMITTEE CHARTER**

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### **1. ROLE**

The role of the Nomination Committee is to assist the Board in monitoring and reviewing any matters of significance affecting the composition of the Board. This Charter defines the Nomination Committee's function, composition, mode of operation, authority and responsibilities.

Where the Board does not consider that the Company will benefit from a separate Nomination Committee, the full Board will carry out the duties assigned to the Nomination Committee in accordance with this Charter.

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### **2. PURPOSE**

The primary purpose of the Committee is to support and advise the Board in:

- (a) maintaining a Board that has an appropriate mix of skills and experience to be an effective decision-making body; and
- (b) ensuring that the Board is comprised of Directors who contribute to the successful management of the Company and discharge their duties having regard to the law and the highest standards of corporate governance.

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### **3. COMPOSITION**

The Board will strive to adhere to the following composition requirements for the Committee where at all possible. However the Board acknowledges that the composition of the Board may not allow adherence to the following composition requirements from time to time.

- (a) The Committee shall be comprised of at least three members.
- (b) Where possible, a majority of the members of the Committee should be independent non-executive Directors in accordance with the criteria set out in *Annexure A – Definition of Independence*.
- (c) The Chairman of the Committee should be independent and should not also hold the position of Chairman of the Board of Directors.
- (d) The Board will appoint members of the Committee. The Board may remove and replace members of the Committee by resolution.

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### **4. DUTIES AND RESPONSIBILITIES OF THE COMMITTEE**

- (a) Periodically review and consider the structure and balance of the Board and make recommendations regarding appointments, retirements and terms of office of Directors.
- (b) Make recommendations to the Board on the appropriate size and composition of the Board.
- (c) Identify and recommend to the Board candidates for the Board after considering the necessary and desirable competencies of new Board members to ensure the appropriate mix of skills and experience and after assessment of how the candidates can contribute to the strategic direction of the Company and the Group.

- (d) Undertake appropriate checks before appointing a candidate, or putting forward to security holders a candidate for election, as a Director, including checks in respect of character, experience, education, criminal record and bankruptcy history (as appropriate).
- (e) Ensure that all material information relevant to a decision on whether or not to elect or re-elect a Director will be provided to security holders in the Notice of Meeting containing the resolution to elect or re-elect a Director, including:
  - (i) biographical details (including relevant qualifications and experience and skills);
  - (ii) details of any other material directorships currently held by the candidate;
  - (iii) where standing as a Director for the first time, any material adverse information revealed by the checks, details of any interest, position, association or relationship that might materially influence their capacity to be independent and act in the best interests of the Company and its shareholders, and a statement whether the Board considers the candidate is considered to be independent;
  - (iv) where standing for re-election as a Director, the term of office served by the Director and a statement whether the Board considers the candidate is considered to be independent; and
  - (v) a statement by the Board whether it supports the election or re-election of the candidate.
- (f) Ensure that each Director and senior executive is a party to a written agreement with the Company (or any of its subsidiaries as appropriate) which sets out the terms of that Director's or senior executive's appointment. For these purposes, a senior executive is a member of key management personnel (as defined in the Corporations Act), other than a Director.
- (g) Prepare and maintain a Board skills matrix setting out the mix of skills and diversity that the Board currently has (or is looking to achieve). The Company must disclose this matrix in, or in conjunction with, its Annual Report.
- (h) Approve and review induction and continuing professional development programs and procedures for Directors to ensure that they can effectively discharge their responsibilities.
- (i) Assess and consider the time required to be committed by a non-executive Director to properly fulfil their duty to the Company and advise the Board.
- (j) Consider and recommend to the Board candidates for election or re-election to the Board at each annual shareholders' meeting.
- (k) Review Directorships in other public companies held by or offered to Directors and senior executives of the Company.
- (l) Review succession plans for the Board with a view to maintaining an appropriate balance of skills and experience on the Board.

- (m) Arrange an annual performance evaluation of the Board, its Committees, and individual Directors in accordance with the processes outlined in *Annexure B – Performance Evaluation Procedures*.

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## **5. MEETINGS**

- (a) The Committee will meet at least once a year and additionally as circumstances may require.
- (b) Meetings are called by the Secretary as directed by the Board or at the request of the Chairman of the Committee.
- (c) Where deemed appropriate by the Chairman of the Committee, meetings and subsequent approvals may be held or concluded by way of a circular written resolution or conference call.
- (d) A quorum shall comprise any two members of the Committee. In the absence of the Committee Chairman or appointed delegate, the members shall elect one of their number as Chairman.
- (e) Decisions will be based on a majority of votes with the Chairman having a casting vote.
- (f) The Committee may invite executive management team members or other individuals, including external third parties to attend meetings of the Committee, as they consider appropriate.

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## **6. SECRETARY**

- (a) The Company Secretary or their nominee shall be the Secretary of the Committee and shall attend meetings of the Committee as required.
- (b) The Secretary will be responsible for keeping the minutes of meetings of the Committee and circulating them to Committee members and to the other members of the Board.
- (c) The Secretary shall distribute supporting papers for each meeting of the Committee as far in advance as possible.

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## **7. RELIANCE ON INFORMATION OR PROFESSIONAL OR EXPERT ADVICE**

Each member of the Committee is entitled to rely on information, or professional or expert advice, to the extent permitted by law, given or prepared by:

- (a) an employee of the Group whom the member believes on reasonable grounds to be reliable and competent in relation to the matters concerned;
- (b) a professional adviser or expert in relation to matters that the member believes on reasonable grounds to be within the person's professional or expert competence; or
- (c) another Director or officer of the Group in relation to matters within the Director's or officer's authority.

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**8. ACCESS TO ADVICE**

- (a) Members of the Committee have rights of access to the books and records of the Group to enable them to discharge their duties as Committee members, except where the Board determines that such access would be adverse to the Group's interests.
- (b) The Committee may consult independent experts to assist it in carrying out its duties and responsibilities. Any costs incurred as a result of the Committee consulting an independent expert will be borne by the Company.

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**9. REPORTING**

- (a) The Committee must report to the Board formally at the next Board meeting following from the last Committee meeting on matters relevant to the Committee's role and responsibilities.
- (b) The Committee must brief the Board promptly on all urgent and significant matters.

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**10. DISCLOSURE**

The Charter shall be made available to members on request, to senior management, to the external auditor and to other parties as deemed appropriate and will be posted to the Group's website.

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**11. REVIEW**

The Board will conduct an annual review of the membership to ensure that the Committee has carried out its functions in an effective manner, and will update the Charter as required or as a result of new laws or regulations.

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## **SCHEDULE 7 – CONTINUOUS DISCLOSURE POLICY**

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The Company must comply with continuous disclosure requirements arising from legislation and the ASX Listing Rules. The general rule, in accordance with ASX Listing Rule 3.1, is that once the Company becomes aware of any information concerning it that a reasonable person would expect to have a material effect on the price or value of the Company's securities, the Company must immediately disclose that information to the ASX.

The Company has in place a written policy on information disclosure and relevant procedures. The focus of these procedures is on continuous disclosure compliance and improving access to information for investors.

The Company Secretary is responsible for:

- (a) overseeing and co-ordinating disclosure of information to the relevant stock exchanges and shareholders; and
- (b) providing guidance to Directors and employees on disclosure requirements and procedures.

Price sensitive information is publicly released through ASX before it is disclosed to shareholders and market participants. Distribution of other information to shareholders and market participants is also managed through disclosure to the ASX.

All announcements (and media releases) must be:

- (a) prepared in compliance with ASX Listing Rules continuous disclosure requirements;
- (b) factual and not omit material information; and
- (c) expressed in a clear and objective manner to allow investors to assess the impact of the information when making investment decisions.

The Company's protocol in relation to the review and release of material, price sensitive ASX announcements (and media releases) is as follows:

- (a) All key announcements at the discretion of the Managing Director are to be circulated to all members of the Board and all members of the Board are to be given a reasonable opportunity to provide to the Managing Director (or in his/her absence, the Company Secretary) with verbal or written contribution to each key announcement prior to its release.
- (b) Any relevant parties named in the announcement should also be given the opportunity to review the announcement prior to its release, to confirm all information is factually correct.
- (c) The approval of both the Chairman and the Managing Director must be obtained prior to release of the announcement to the ASX.

Information is posted on the Group's website after the ASX confirms an announcement has been made, with the aim of making the information readily accessible to the widest audience.

The Company Secretary is to maintain a copy of all announcements released.



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## SCHEDULE 8 – RISK MANAGEMENT POLICY

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### 1. RISK MANAGEMENT REVIEW PROCEDURE AND INTERNAL COMPLIANCE AND CONTROL

The Board determines the Group's "risk profile" and is responsible for overseeing and approving risk management strategy and policies, internal compliance and internal control.

The Board has delegated to the Audit and Risk Committee responsibility for implementing the risk management system.

The Audit and Risk Committee will submit particular matters to the Board for its approval or review. Among other things it will:

- (a) oversee the Group's risk management systems, practices and procedures to ensure effective risk identification and management and compliance with internal guidelines and external requirements;
- (b) assist management to determine whether it has any material exposure to economic, environmental and/or social sustainability risks (as those terms are defined in the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations*) and, if it does, how it manages, or intends to manage, those risks;
- (c) assist management to determine the key risks to the businesses and prioritise work to manage those risks; and
- (d) review reports by management on the efficiency and effectiveness of risk management and associated internal compliance and control procedures.

The Group's process of risk management and internal compliance and control includes:

- (a) identifying and measuring risks that might impact upon the achievement of the Group's goals and objectives, and monitoring the environment for emerging factors and trends that affect these risks;
- (b) formulating risk management strategies to manage identified risks, and designing and implementing appropriate risk management policies and internal controls; and
- (c) monitoring the performance of, and improving the effectiveness of, risk management systems and internal compliance and controls, including regular assessment of the effectiveness of risk management and internal compliance and control.

To this end, comprehensive practises are in place that are directed towards achieving the following objectives:

- (a) compliance with applicable laws and regulations;
- (b) preparation of reliable published financial information; and
- (c) implementation of risk transfer strategies where appropriate e.g. insurance.

The responsibility for undertaking and assessing risk management and internal control effectiveness is delegated to management. Management is required to assess risk management and associated internal compliance and control procedures and report back at each Audit and Risk Committee at least annually.

The Board will review assessments of the effectiveness of risk management and internal compliance and control at least annually.

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## **2. DISCLOSURE**

The Company must disclose at least annually:

- a) whether the Board (or a committee of the Board) has completed a review of the Group's risk management framework to satisfy itself that it continues to be sound; and
- b) if it has any material exposure to economic, environmental and/or social sustainability risks (as those terms are defined in the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations*) and, if it does, how it manages, or intends to manage, those risks.

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## **SCHEDULE 9 – REMUNERATION POLICY**

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### **1. INTRODUCTION**

This policy sets out the general remuneration strategies of the Group.

The Remuneration Committee (or the full board where there is no Remuneration Committee) shall perform its duties and activities in line with these strategies and shall review and reassess the policy at least annually.

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### **2. GENERAL DIRECTOR REMUNERATION**

- (a) Shareholders approve the maximum aggregate remuneration that may be paid to non-executive Directors of the Company. The maximum aggregate remuneration approved for non-executive Directors is currently \$500,000.
- (b) The Board shall set individual non-executive Director fees within this defined limit.
- (c) Shareholder approval must be obtained in relation to any change to the overall limit set for non-executive Directors' fees.
- (d) Shareholders must also approve the framework for any equity based compensation schemes and if a recommendation is made for a Director to participate in an equity scheme, that participation must be approved by the shareholders.
- (e) All Directors are entitled to have their indemnity insurance paid by the Company.

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### **3. EXECUTIVE AND SENIOR MANAGEMENT REMUNERATION**

The Group's remuneration policy for executive directors (including the Managing Director) and senior management is designed to promote superior performance and long term commitment to the Group.

Executives receive a base remuneration which is market related, and may also be entitled to performance-based remuneration at the ultimate discretion of the Board.

Overall remuneration policies are subject to the discretion of the Board and can be changed to reflect competitive market and business conditions where it is in the interests of the Group and the Company's shareholders to do so.

Executive remuneration and other terms of employment are reviewed annually by the Remuneration Committee (or the full board where there is no Remuneration Committee) having regard to performance, relevant comparative information and, where necessary, expert advice and in line with the processes outlined in *Annexure B – Performance Evaluation Procedures*.

The Group's reward policy reflects the benefits of aligning executive remuneration with shareholders' interests and to retain appropriately qualified executive talent for the benefit of the Group. The main principles of the policy are:

- (a) remuneration is reasonable and fair, taking into account the Group's obligations at law, the competitive market in which the Group operates and the relative size and scale of the Group's business;

- (a) individual reward should be linked to clearly specified performance targets which should be aligned to the Group's short term and long term performance objectives; and
- (b) executives should be rewarded for both financial and non-financial performance.

The total remuneration of executive directors (including the Managing Director) and other senior managers may consist of the following:

- (a) salary - executive directors and senior managers may receive a fixed sum payable monthly in cash;
- (b) bonus - executive directors and nominated senior managers are eligible to participate in a profit participation plan if deemed appropriate;
- (c) long term incentives - executive directors may participate in share option schemes with the prior approval of shareholders. Executives may also participate in employee share option schemes, with any option issues generally being made in accordance with thresholds set in plans approved by shareholders. The Board however, considers it appropriate to retain the flexibility to issue options to executives outside of approved employee option plans in exceptional circumstances; and
- (d) other benefits - executive directors and senior managers are eligible to participate in superannuation schemes.

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#### **4. NON-EXECUTIVE DIRECTOR REMUNERATION**

Shareholders approve the maximum aggregate remuneration for non-executive Directors. The Remuneration Committee (or the full board where there is no Remuneration Committee) recommends the actual payments to directors and the Board is responsible for ratifying any recommendations, if appropriate. The maximum aggregate remuneration for non-executive Directors is currently \$500,000.

The total remuneration of non-executive Directors may consist of the following:

- (a) fixed cash fees, the level of which reflect the time commitment and responsibilities of the role of a non-executive Director;
- (b) superannuation contributions in line with the relevant statutory requirements;
- (c) non-cash benefits in lieu of fees such as equity or salary sacrifice into superannuation; and
- (d) equity-based remuneration where the Committee and Board deem that the issue of securities will align the interests of the Company's non-executive Directors with those of other security holders. It is recognised that non-executive Directors' remuneration is ideally structured to exclude equity based remuneration with performance hurdles attached as it may lead to bias in decision making and compromise objectivity. However, whilst the Company and the Group remains small and the full Board, including the non-executive Directors, are included in the day-to-day operations of the Company more than what may be the case with larger companies, the non-executive Directors are entitled to participate in equity based remuneration schemes.

Non-executive Directors of the Company are not entitled to any retirement benefits other than superannuation.

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**5. PROFIT PARTICIPATION PLAN**

Performance incentives may be offered to executive directors and senior management of the Group through the operation of a profit participation plan at the ultimate discretion of the Board of the Company.

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## **SCHEDULE 10 – TRADING POLICY**

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### **1. INTRODUCTION**

These guidelines set out the policy on the sale and purchase of securities in the Company by its Employees and Key Management Personnel.

“Employees” for the purposes of this Trading Policy includes all directors, employees and contractors who are employed, engaged by, and/or act on behalf of the Group.

“Key Management Personnel” for the purposes of this Trading Policy are those persons having authority and responsibility for planning, directing and controlling the activities of an entity, directly or indirectly, including any Director (whether executive or otherwise) of that entity.

The Company has determined that the Key Management Personnel of the Group are Directors of the Company and employees of the Group directly reporting to the Managing Director.

Employees and Key Management Personnel are encouraged to be long-term holders of the Company’s securities. However, it is important that care is taken in the timing of any purchase or sale of such securities.

The purpose of these guidelines is to assist Employees and Key Management Personnel to avoid conduct known as ‘insider trading’. In some respects, the Company’s policy extends beyond the strict requirements of the *Corporations Act 2001* (Cth).

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### **2. WHAT TYPES OF TRANSACTIONS ARE COVERED BY THIS POLICY?**

This policy applies to both the sale and purchase of any securities of the Company and its subsidiaries on issue from time to time.

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### **3. WHAT IS INSIDER TRADING?**

#### **3.1 Prohibition**

Insider trading is a criminal offence. It may also result in civil liability. In broad terms, a person will be guilty of insider trading if:

- (a) that person possesses information which is not generally available to the market and, if it were generally available to the market, would be likely to have a material effect on the price or value of the Company’s securities (i.e. information that is ‘price sensitive’); and
- (b) that person:
  - (i) buys or sells securities in the Company; or
  - (ii) procures someone else to buy or sell securities in the Company; or
  - (iii) passes on that information to a third party where that person knows, or ought reasonably to know, that the third party would be likely to buy or sell the securities or procure someone else to buy or sell the securities of the Company.

### 3.2 Examples

To illustrate the prohibition described above, the following are possible examples of price sensitive information which, if made available to the market, may be likely to materially affect the price of the Company's securities:

- (a) the Group considering a major acquisition or divestment;
- (b) the threat of major litigation against the Company and/or any of its subsidiaries;
- (c) the Group's revenue and profit or loss results materially exceeding or falling short of the market's expectations;
- (d) a material change in debt, liquidity or cash flow;
- (e) a significant new development proposal (e.g. new product or technology);
- (f) the grant or loss of a major contract;
- (g) a management or business restructuring proposal; and
- (h) a material share issue proposal.

### 3.3 Dealing through third parties

The insider trading prohibition extends to dealings by individuals through nominees, agents or other associates, such as family members, family trusts and family companies (referred to as "**Associates**" in these guidelines).

### 3.4 Information however obtained

It does not matter how or where the person obtains the information – it does not have to be obtained from the Group to constitute inside information.

### 3.5 Employee share schemes

The prohibition does not apply to acquisitions of shares or options by employees made under employee share or option schemes, nor does it apply to the acquisition of shares as a result of the exercise of options under an employee option scheme. However, the prohibition does apply to the sale of shares acquired under an employee share scheme and also to the sale of shares acquired following the exercise of an option granted under an employee option scheme.

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## 4. GUIDELINES FOR TRADING IN THE COMPANY'S SECURITIES

### 4.1 General rule

Employees must not, except in exceptional circumstances deal in securities of the Company during the following periods:

- (a) two weeks prior to, and one day following the release of the Company's Annual Financial Report;
- (b) two weeks prior to, and one day following the release of the Half Year Financial Report of the Company; and

- (c) two weeks prior to the release of the Company's quarterly reports (if applicable),

(together the **Closed Periods**).

The Company may at its discretion vary this rule in relation to a particular Closed Period by general announcement to all Employees either before or during the Closed Period. However, if an Employee is in possession of price sensitive information which is not generally available to the market, then he or she must not deal in the Company's securities at **any** time.

#### **4.2 No short-term trading in the Company's securities**

Employees should never engage in short-term trading of the Company's securities except for the exercise of options where the shares will be sold shortly thereafter.

#### **4.3 Securities in other companies**

Buying and selling securities of other companies with which the Company may be dealing is prohibited where an individual possesses information which is not generally available to the market and is 'price sensitive'. For example, where an individual is aware that the Company and/or any of its subsidiaries is about to sign a major agreement with another company, they should not buy securities in either the Company or the other company.

#### **4.4 Exceptions**

- (a) Employees may at any time:
  - (i) acquire ordinary shares in the Company by conversion of securities giving a right of conversion to ordinary shares;
  - (ii) acquire Company securities under a bonus issue made to all holders of securities of the same class;
  - (iii) acquire Company securities under a dividend reinvestment, or top-up plan that is available to all holders of securities of the same class;
  - (iv) acquire, or agree to acquire or exercise options under an employee incentive scheme (as that term is defined in the ASX Listing Rules);
  - (v) withdraw ordinary shares in the Company held on behalf of the Employees in an employee incentive scheme (as that term is defined in the ASX Listing Rules) where the withdrawal is permitted by the rules of that scheme;
  - (vi) acquire ordinary shares in the Company as a result of the exercise of options held under an employee option scheme;
  - (vii) transfer securities of the Company already held into a superannuation fund or other saving scheme in which the restricted person is a beneficiary;
  - (viii) make an investment in, or trade in units of, a fund or other scheme (other than a scheme only investing in the securities of the Company) where the assets of the fund or other scheme are invested at the discretion of a third party;



- (ix) where a restricted person is a trustee, trade in the securities of the Company by that trust, provided the restricted person is not a beneficiary of the trust and any decision to trade during a prohibited period is taken by the other trustees or by the investment managers independently of the restricted person;
  - (x) undertake to accept, or accept, a takeover offer;
  - (xi) trade under an offer or invitation made to all or most of the security holders, such as a rights issue, a security purchase plan, a dividend or distribution reinvestment plan and an equal access buy-back, where the plan that determines the timing and structure of the offer has been approved by the Board. This includes decisions relating to whether or not to take up the entitlements and the sale of entitlements required to provide for the take up of the balance of entitlements under a renounceable pro rata issue;
  - (xii) dispose of securities of the Company resulting from a secured lender exercising their rights, for example, under a margin lending arrangement;
  - (xiii) exercise (but not sell securities following exercise) an option or a right under an employee incentive scheme, or convert a convertible security, where the final date for the exercise of the option or right, or the conversion of the security, falls during a prohibited period or the Company has had a number of consecutive prohibited periods and the restricted person could not reasonably have been expected to exercise it at a time when free to do so; or
  - (xiv) trade under a non-discretionary trading plan for which prior written clearance has been provided in accordance with procedures set out in this Policy.
- (b) In respect of any share or option plans adopted by the Company, it should be noted that it is not permissible to provide the exercise price of options by selling the shares acquired on the exercise of these options unless the sale of those shares occurs outside the periods specified in paragraph 4.1.

Were this to occur at a time when the person possessed inside information, then the sale of Company securities would be a breach of insider trading laws, even though the person's decision to sell was not influenced by the inside information that the person possessed and the person may not have made a profit on the sale. Where Company securities are provided to a lender as security by way of mortgage or charge, a sale that occurs under that mortgage or charge as a consequence of default would not breach insider trading laws.

#### **4.5 Notification of periods when Employees are not permitted to trade**

The Company Secretary will endeavour to notify all Employees of the times when they are not permitted to buy or sell the Company's securities as set out in paragraph 4.1.

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## 5. APPROVAL AND NOTIFICATION REQUIREMENTS

### 5.1 Approval requirements

- (a) Any Director (other than the Chairman) or Key Management Personnel wishing to buy, sell or exercise rights in relation to the Company's securities must obtain the prior written approval of the Chairman or the Board before doing so.
- (b) If the Chairman wishes to buy, sell or exercise rights in relation to the Company's securities, the Chairman must obtain the prior approval of the Managing Director or the Board before doing so.
- (c) Any other Employee (other than Directors and Key Management Personnel) wishing to buy, sell or exercise rights in relation to the Company's securities must obtain the prior written approval of the Managing Director before doing so.
- (d) Approvals sought in respect of (a) to (c) above shall not be unreasonably withheld.

### 5.2 Approvals to buy or sell securities

- (a) All requests to buy or sell securities as referred to in paragraph 5.1 must include the intended volume of securities to be purchased or sold and an estimated time frame for the sale or purchase.
- (b) Copies of written approvals must be forwarded to the Company Secretary prior to the approved purchase or sale transaction.

### 5.3 Notification

Subsequent to approval obtained in accordance with paragraphs 5.1 and 5.2, any Key Management Personnel who (or through his or her Associates) buys, sells, or exercises rights in relation to Company securities **must** notify the Company Secretary in writing of the details of the transaction within two (2) business days of the transaction occurring. This notification obligation **operates at all times** and includes applications for acquisitions of shares or options by employees made under employee share or option schemes and also applies to the acquisition of shares as a result of the exercise of options under an employee option scheme.

### 5.4 Key Management Personnel sales of securities

Key Management Personnel need to be mindful of the market perception associated with any sale of Company securities and possibly the ability of the market to absorb the volume of shares being sold. With this in mind, the management of the sale of any significant volume of Company securities (i.e. a volume that would represent a volume in excess of 10% of the total securities held by the seller prior to the sale, or a volume to be sold that would be in excess of 10% of the average daily traded volume of the shares of the Company on the ASX for the preceding 20 trading days) by a Key Management Personnel needs to be discussed with the Board and the Company's legal advisers prior to the execution of any sale. These discussions need to be documented in the form of a file note, to be retained by the Company Secretary.

### 5.5 Exemption from Closed Periods restrictions due to exceptional circumstance

Employees who are not in possession of inside information in relation to the Company, may be given prior written clearance by the Managing Director (or in

the case of the Managing Director by all other members of the Board) to sell or otherwise dispose of Company securities in a Closed Period where the person is in severe financial hardship or where there are exceptional circumstances as set out in this policy.

#### **5.6 Severe financial hardship or exceptional circumstances**

The determination of whether an Employee is in severe financial hardship will be made by the Managing Director (or in the case of the Managing Director by all other members of the Board).

A financial hardship or exceptional circumstances determination can only be made by examining all of the facts and if necessary obtaining independent verification of the facts from banks, accountants or other like institutions.

#### **5.7 Financial hardship**

Employees may be in severe financial hardship if they have a pressing financial commitment that cannot be satisfied other than by selling the securities of the Company.

In the interests of an expedient and informed determination by the Managing Director (or all other members of the Board as the context requires), any application for an exemption allowing the sale of Company securities in a Closed Period based on financial hardship must be made in writing stating all of the facts and be accompanied by copies of relevant supporting documentation, including contact details of the person's accountant, bank and other such independent institutions (where applicable).

Any exemption, if issued, will be in writing and shall contain a specified time period during which the sale of securities can be made.

#### **5.8 Exceptional circumstances**

Exceptional circumstances may apply to the disposal of Company securities by an Employee if the person is required by a court order, a court enforceable undertaking for example in a bona fide family settlement, to transfer or sell securities of the Company, or there is some other overriding legal or regulatory requirement to do so.

Any application for an exemption allowing the sale of Company securities in a Closed Period based on exceptional circumstances must be made in writing and be accompanied by relevant court and/or supporting legal documentation (where applicable).

Any exemption, if issued, will be in writing and shall contain a specified time period during which the sale of securities can be made.

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### **6. ASX NOTIFICATION FOR DIRECTORS**

The ASX Listing Rules require the Company to notify the ASX within 5 business days after any dealing in securities of the Company (either personally or through an Associate) which results in a change in the relevant interests of a Director in the securities of the Company. The Company has made arrangements with each Director of the Company to ensure that the Director promptly discloses to the Company Secretary all the information required by the ASX.

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**7. EFFECT OF COMPLIANCE WITH THIS POLICY**

Compliance with these guidelines for trading in the Company's securities does not absolve that individual from complying with the law, which must be the overriding consideration when trading in the Company's securities.

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## 1. INTRODUCTION

The Group is committed to workplace diversity.

The Group recognises the benefits arising from employee and Board diversity, including a broader pool of high quality employees, improving employee retention, accessing different perspectives and ideas and benefiting from all available talent.

Diversity includes, but is not limited to, gender, age, ethnicity and cultural background.

The Board also acknowledges the benefits of the recommendations and guidance provided in the *ASX Corporate Governance Council's Corporate Governance Principles and Recommendations* that relate to diversity, however, it is also cognisant of the fact that the Group is in its development phase and its workforce is not of a size where the benefits of such initiatives are proportionate to the costs involved in the implementation of such strategies.

To this end, the Board has adopted a tiered approach to the implementation of its Diversity Policy which is relative to the size of the Group and its workforce.

Where the Group employs 100 or more employees, the Board of the Company undertakes to adopt practices in line with the recommendations and guidance provided in the *ASX Corporate Governance Council's Corporate Governance Principles and Recommendations*.

Whilst the Group's workforce remains below this threshold, the Board of the Company will continue to drive the Group's diversity strategies on an informal basis and will apply the initiatives contained in this Diversity Policy to the extent that the Board considers relevant and necessary.

The Diversity Policy does not form part of an employee's contract of employment with the Company or any of its subsidiaries, nor does it give rise to contractual obligations. However, to the extent that the Diversity Policy requires an employee to do or refrain from doing something and at all times subject to legal obligations, the Diversity Policy forms a direction of the Company with which an employee is expected to comply.

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## 2. OBJECTIVES

The Diversity Policy provides a framework for the Group to achieve:

- (a) a diverse and skilled workforce, leading to continuous improvement in the business of the Company and the achievement of corporate goals;
- (b) a workplace culture characterised by inclusive practices and behaviours for the benefit of all staff;
- (c) improved employment and career development opportunities for women;
- (d) a work environment that values and utilises the contributions of employees with diverse backgrounds, experiences and perspectives through improved awareness of the benefits of workforce diversity and successful management of diversity; and
- (e) awareness in all staff of their rights and responsibilities with regards to fairness, equity and respect for all aspects of diversity,

(collectively, the **Objectives**).

The Diversity Policy does not impose on the Group, its directors, officers, agents or employee any obligation to engage in, or justification for engaging in, any conduct which is illegal or contrary to any anti-discrimination or equal employment opportunity legislation or laws in any State or Territory of Australia or of any foreign jurisdiction.

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### **3. RESPONSIBILITIES**

#### **3.1 The Board's commitment**

The Board is committed to workplace diversity and supports representation of women at the senior level of the Group and on the Board of the Company where appropriate.

The Board acknowledges its responsibility for the development of measurable objectives and strategies to meet the objectives of the Diversity Policy (**Measurable Objectives**) and the importance of monitoring the progress of the Measurable Objectives through the monitoring, evaluation and reporting mechanisms listed below.

Where the Group employs 100 or more employees, the Board shall;

- (a) define its Measurable Objectives;
- (b) undertake an annual assessment of those Measurable Objectives; and
- (c) report on the Group's progress (if any) towards achieving them.

Where the Group employs less than 100 employees, the Board of the Company will monitor the Group's diversity strategies on an informal basis.

In any event, the Board will endeavour to conduct all Board appointment processes in a manner that promotes gender diversity, including establishing a structured approach for identifying a pool of candidates, using external experts where necessary.

#### **3.2 Strategies**

The Group's diversity strategies may include:

- (a) recruiting from a diverse pool of candidates for all positions, including senior management and the Board of the Company;
- (b) reviewing succession plans to ensure an appropriate focus on diversity;
- (c) identifying specific factors to take into account during recruitment and selection processes to encourage diversity;
- (d) developing programs to develop a broader pool of skilled and experienced senior management and Board candidates, including, workplace development programs, mentoring programs and targeted training and development;
- (e) developing a culture which takes into account domestic responsibilities of employees; and
- (f) any other strategies the Board develops from time to time.

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#### **4. MONITORING AND EVALUATION**

The Board of the Company is responsible for monitoring the scope and currency of this policy.

The Company is responsible for implementing, monitoring and reporting on the Measurable Objectives.

At a time when the Group's workforce grows to a size of 100 or more employees, the Company will undertake a review of the annual key performance indicators for the Managing Director and senior executives of the Group and will determine the extent to which the Measurable Objectives shall be linked to performance-based incentives offered to those executives.

Where appropriate, the Board will review progress against the Measurable Objectives (if any) as a key performance indicator in its annual performance assessment.

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#### **5. DISCLOSURE**

Where the Group employs 100 or more employees, the Group will disclose, for each financial year:

- (a) any Measurable Objectives set by the Board;
- (b) progress against these Measurable Objectives; and
- (c) either:
  - (i) the respective proportions of men and women on the Board of the Company, in senior executive positions (including how the Company has defined "senior executive" for these purposes) and across the whole Group; or
  - (ii) if the Group becomes a "relevant employer" under the Workplace Gender Equality Act, the Group will disclose its most recent "Gender Equality Indicators", as defined in the Workplace Gender Equality Act.

Where the Group employs less than 100 employees, the Group will comply with (c) above, and will disclose information under sections (a) and (b) to the extent that they are relevant.

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## **SCHEDULE 12 – SHAREHOLDER COMMUNICATIONS STRATEGY**

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### **1. INTRODUCTION**

The Board of the Company aims to ensure that shareholders are informed of all major developments affecting the Company's state of affairs. Information is communicated to shareholders across several platforms including the ASX, the Group's website, general meetings, email and the Company's registrar.

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### **2. ASX**

In line with the Company's *Continuous Disclosure Policy*, the Company's primary method of communication with its shareholders is via the ASX's company announcements platform where shareholders can access:

- (a) material, price sensitive announcements regarding the business operations and affairs of the Group;
- (b) the annual, half yearly and quarterly reports of the Group;
- (c) notices and explanatory memoranda of Annual General Meetings (AGM) and General Meetings (GM); and
- (d) all other disclosures and announcements made to the ASX.

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### **3. COMPANY WEBSITE**

In addition to the above, the Company makes use of the Group's website to communicate with its shareholders and continually reviews its website to identify ways in which it can promote its greater use by shareholders and make it more informative.

The Group's website includes at least the following information for the benefit of its shareholders:

- (a) an overview of the Group's current business and activities;
- (b) the names and brief biographical information for each of the Company's directors and senior executives;
- (c) the Company's constitution;
- (d) the Company's corporate governance policies and practices, including its board charter and the charter of each of its board committees;
- (e) copies of the Group's annual, half yearly and quarterly reports;
- (f) copies of the Company's ASX announcements and press releases;
- (g) copies of notices of meetings of security holders, explanatory statements and accompanying documents; and
- (h) presentations made to investors and other stakeholders.

All website information is continuously reviewed and updated to ensure that information is current, or appropriately dated and archived.



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#### 4. OPTING IN TO RECEIVE ELECTRONIC COMMUNICATION

As part of the Company's investor relations program, Shareholders can register with the Company Secretary at [companysecretary@billidentity.com](mailto:companysecretary@billidentity.com) to receive email notifications when an announcement is made by the Company.

The default option for receiving a copy of the annual report is via the Company's website, however all shareholders have the option of receiving, free of charge, a printed copy of the annual report or alternatively may elect to receive the annual report via email by notifying the Company's Registrar, **Computershare Investor Services** of this election.

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#### 5. ANNUAL GENERAL MEETING / GENERAL MEETINGS

The Company recognises the rights of shareholders and encourages the effective exercise of those rights through the following means:

- (a) notices of meetings are distributed to shareholders in accordance with the provisions of the Corporations Act;
- (b) notices of meetings and other meeting material are drafted in concise and clear language;
- (c) shareholders are encouraged to use their attendance at meetings to ask questions on any relevant matter, with time being specifically set aside for shareholder questions;
- (d) notices of meetings encourage participation in voting on proposed resolutions by lodgement of proxies, if shareholders are unable to attend the meeting;
- (e) it is general practice for a presentation on the Company's activities to be made to shareholders at each annual general meeting; and
- (f) it is both the Company's policy and the policy of the Company's auditor for the lead engagement partner or a representative of the audit firm to be present at each annual general meeting and to answer any questions regarding the conduct of the audit and the preparation and content of the auditors' report.

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#### 6. SHAREHOLDER ENQUIRIES

Shareholders and the investing public may at any time make a request for company information to the extent such information is publicly available.

Shareholders should direct any enquiries through our website at [info@billidentity.com](mailto:info@billidentity.com).

For enquiries regarding their shareholdings, shareholders may contact the Company's Registrar on the details below:

**Computershare Investor Services Limited**

Phone: 1300 555 159

Postal Address: Computershare Investor Services Pty Limited

GPO Box 2975

Melbourne VIC 3001 AUSTRALIA

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## **ANNEXURE A – DEFINITION OF INDEPENDENCE**

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An independent Director is one who is free of any interest, position, association or relationship that might influence, or reasonably be perceived to influence, in a material respect his or her capacity to:

- (a) bring independent judgement to bear on issues before the board; and
- (b) act in the best interest of the Company and its security holders generally.

Examples of interests, positions, associations and relationships that might cause doubts about the independence of a director include if the director:

- (a) is, or has been, employed in an executive capacity by the Company or any of its child entities and there has not been a period of at least three years between ceasing such employment and serving on the board;
- (b) is, or has within the last three years been, a partner, director or senior employee of a provider of material professional services or a material consultant to the Company or any of its child entities;
- (c) is, or has been within the last three years, in a material business relationship (e.g. as a supplier or customer) with the Company or any of its child entities, or an officer of, or otherwise associated with, someone with such a relationship;
- (d) is a substantial security holder of the Company or an officer of, or otherwise associated with, a substantial security holder of the Company;
- (e) has a material contractual relationship with the Company or its child entities other than as a director;
- (f) has close family ties with any person who falls within any of the categories described above; or
- (g) has been a director of the Company for such a period that his or her independence may have been compromised.

The materiality thresholds are assessed by the Board on a case-by-case basis, taking into account the relevant Director's specific circumstances, rather than referring to a general materiality threshold.

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## **ANNEXURE B – PERFORMANCE EVALUATION**

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### **Board, Committees and Individual Directors**

The Nomination Committee (or, where there is no Nomination Committee, the full board) will conduct an annual review of the role of the Board, assess the performance of the Board over the previous 12 months and examine ways of assisting the Board in performing its duties more effectively. To assist in this process an independent advisor may be used.

The review will include:

- (a) comparing the performance of the Board with the requirements of its Charter;
- (b) examination of the Board's interaction with management;
- (c) the nature of information provided to the Board by management;
- (d) management's performance in assisting the Board to meet its objectives;
- (e) a critical review of the mix of skills, experience and diversity of the Board; and
- (f) consideration of any opportunities for professional development and training which may improve the performance of the Board and its individual members.

A similar review may be conducted for each Committee by the Board with the aim of assessing the performance of each Committee and identifying areas where improvements can be made.

### **Executive Team**

The Remuneration Committee (or, where there is no Remuneration Committee, the non-executive directors of the Board) will oversee the evaluation of the remuneration of the Company's senior executives, including the Managing Director. To assist in this process an independent advisor may be used.

Performance Evaluations of senior executives are based on specific criteria, including the business performance of the Company and its subsidiaries, whether strategic objectives are being achieved and the development of management and personnel.

### **Disclosure**

The Company must disclose, in relation to each financial year, whether or not the relevant annual performance evaluations of the Board, committees, individual directors and senior management have been conducted in accordance with the above processes.

## ANNEXURE C – SKILLS MATRIX

The Board of the Company is comprised of directors with a broad range of technical, commercial, financial and other skills, experience and knowledge relevant to overseeing the business of a technology company.

The composition of the Board will be reviewed on an annual basis with reference to the Company's skills matrix which is used as a tool to assess the appropriate balance of skills, experience, independence and diversity necessary for the Board to discharge its duties and responsibilities effectively.

A summary of the collective skills, experience, independence and diversity of the Board is set out below and is current as at 23 September 2019.

The Company seeks to achieve a collectively "high" level of skill, professional experience or expertise across all of the categories identified in its matrix. Where there are gaps in the skills of the Board, these are filled through the employment of suitably experienced senior executives and/or the engagement of professional experts and consultants.

Experience/Skill Category		Collective Skill Rating
Corporate	Independence	80% Independent
	Diversity	20% F / 80% M
	Strategy	3
	Corporate Governance	2
	Risk & Compliance	3
	Legal	2
	Health/Safety/Environment	2
	Investor / Public Relations	3
	International Markets	3
	Financial/ Accounting	2
	Capital Markets	3
	Mergers & Acquisitions	3
Industry Specific	Technical	2
	Regulatory	2
	Product Development	3
	Sales & Marketing	3
	Commercial / Operational	3

### Skills Ratings:

- 3** High level of skill, professional experience or expertise
- 2** Competent level of skill, professional experience or expertise
- 1** Developing level of skill, professional experience or expertise
- 0** No skill, professional experience or expertise