# **Appendix 4G**

# Key to Disclosures Corporate Governance Council Principles and Recommendations

Name of entity:			
iSonea Limited			
ABN / ARBN:	Financial year ended:		
98 009 234 173	30 June 2015		
Our corporate governance statement <sup>2</sup> for the a  These pages of our annual report:  This URL on our website: www.isonea  The Corporate Governance Statement is accurboard.  The annexure includes a key to where our corporate:  Name of Director or Secretary authorising lodgement:	n.com rate and up to date as at 30 <sup>th</sup> June 2015 and has been approved by the		

<sup>1</sup> Under Listing Rule 4.7.3, an entity must lodge with ASX a completed Appendix 4G at the same time as it lodges its annual report with ASX.

Listing Rule 4.10.3 requires an entity that is included in the official list as an ASX Listing to include in its annual report either a corporate governance statement that meets the requirements of that rule or the URL of the page on its website where such a statement is located. The corporate governance statement must disclose the extent to which the entity has followed the recommendations set by the ASX Corporate Governance Council during the reporting period. If the entity has not followed a recommendation for any part of the reporting period, its corporate governance statement must separately identify that recommendation and the period during which it was not followed and state its reasons for not following the recommendation and what (if any) alternative governance practices it adopted in lieu of the recommendation during that period.

Under Listing Rule 4.7.4, if an entity chooses to include its corporate governance statement on its website rather than in its annual report, it must lodge a copy of the corporate governance statement with ASX at the same time as it lodges its annual report with ASX. The corporate governance statement must be current as at the effective date specified in that statement for the purposes of rule 4.10.3.

<sup>&</sup>lt;sup>2</sup> "Corporate governance statement" is defined in Listing Rule 19.12 to mean the statement referred to in Listing Rule 4.10.3 which discloses the extent to which an entity has followed the recommendations set by the ASX Corporate Governance Council during a particular reporting period.

<sup>&</sup>lt;sup>3</sup> Mark whichever option is correct and then complete the page number(s) of the annual report, or the URL of the web page, where the entity's corporate governance statement can be found. You can, if you wish, delete the option which is not applicable.

Throughout this form, where you are given two or more options to select, you can, if you wish, delete any option which is not applicable and just retain the option that is applicable. If you select an option that includes "OR" at the end of the selection and you delete the other options, you can also, if you wish, delete the "OR" at the end of the selection.

# ANNEXURE - KEY TO CORPORATE GOVERNANCE DISCLOSURES

Corpo	rate Governance Council recommendation	We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\ldots^4$
PRINC	CIPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVE	ERSIGHT	
1.1	A listed entity should disclose:  (a) the respective roles and responsibilities of its board and management; and  (b) those matters expressly reserved to the board and those delegated to management.	the fact that we follow this recommendation:  in our Corporate Governance Statement on Company website at www.isonea.com  and information about the respective roles and responsibilities of our board and management (including those matters expressly reserved to the board and those delegated to management):  at www.isonea.com	
1.2	A listed entity should:     (a) undertake appropriate checks before appointing a person, or putting forward to security holders a candidate for election, as a director; and     (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.	the fact that we follow this recommendation:  in our Corporate Governance Statement on Company website at www.isonea.com	
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	the fact that we follow this recommendation:  in our Corporate Governance Statement on Company website at www.isonea.com	□ an explanation why that is so in our Corporate Governance Statement <u>OR</u> □ we are an externally managed entity and this recommendation is therefore not applicable
1.4	The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.	the fact that we follow this recommendation:  in our Corporate Governance Statement on Company website at www.isonea.com	

<sup>&</sup>lt;sup>4</sup> If you have followed all of the Council's recommendations in full for the whole of the period above, you can, if you wish, delete this column from the form and re-format it.

Corpo	rate Governance Council recommendation	We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\dots^4$
1.5	A listed entity should:  (a) have a diversity policy which includes requirements for the board or a relevant committee of the board to set measurable objectives for achieving gender diversity and to assess annually both the objectives and the entity's progress in achieving them;  (b) disclose that policy or a summary of it; and  (c) disclose as at the end of each reporting period the measurable objectives for achieving gender diversity set by the board or a relevant committee of the board in accordance with the entity's diversity policy and its progress towards achieving them and either:  (1) the respective proportions of men and women on the board, in senior executive positions and across the whole organisation (including how the entity has defined "senior executive" for these purposes); or  (2) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act.		an explanation why that is so in our Corporate Governance Statement on Company website at www.isonea.com
1.6	A listed entity should:     (a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and     (b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.	the evaluation process referred to in paragraph (a):  in our Corporate Governance Statement on Company website at www.isonea.com  and the information referred to in paragraph (b):  in our Corporate Governance Statement on Company website at www.isonea.com	
1.7	A listed entity should:  (a) have and disclose a process for periodically evaluating the performance of its senior executives; and  (b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.	the evaluation process referred to in paragraph (a):  in our Corporate Governance Statement on Company website at www.isonea.com  and the information referred to in paragraph (b):  in our Corporate Governance Statement on Company website at www.isonea.com	

Corpora	te Governance Council recommendation	We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\dots^4$
PRINCIP	LE 2 - STRUCTURE THE BOARD TO ADD VALUE		
2.1	The board of a listed entity should:  (a) have a nomination committee which:  (1) has at least three members, a majority of whom are independent directors; and  (2) is chaired by an independent director, and disclose:  (3) the charter of the committee;  (4) the members of the committee; and  (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or  (b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.	<ul> <li>[If the entity complies with paragraph (a):]</li> <li> the fact that we have a nomination committee that complies with paragraphs (2):</li> <li>☑ in our Corporate Governance Statement on Company website at www.isonea.com</li> <li> and a copy of the charter of the committee:</li> <li>☑ at www.isonea.com</li> <li> and the information referred to in paragraphs (4) and (5):</li> <li>☑ at FY 2015 Annual Report "Directors Report"</li> <li>[If the entity complies with paragraph (b):]</li> <li> the fact that we do not have a nomination committee and the processes we employ to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively:</li> <li>☑ in our Corporate Governance Statement on Company website at www.isonea.com</li> </ul>	an explanation why it does not comply with 2.1(a)(1) in our Corporate Governance Statement on Company website at www.isonea.com
2.2	A listed entity should have and disclose a board skills matrix setting out the mix of skills and diversity that the board currently has or is looking to achieve in its membership.	our board skills matrix:  in our Corporate Governance Statement on Company website at www.isonea.com	

Corpora	te Governance Council recommendation	We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\dots^4$
2.3	<ul> <li>A listed entity should disclose:</li> <li>(a) the names of the directors considered by the board to be independent directors;</li> <li>(b) if a director has an interest, position, association or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position, association or relationship in question and an explanation of why the board is of that opinion; and</li> <li>(c) the length of service of each director.</li> </ul>	the names of the directors considered by the board to be independent directors:  in our Corporate Governance Statement on Company website at www.isonea.com  and, where applicable, the information referred to in paragraph (b):  in our Corporate Governance Statement on Company website at www.isonea.com  and the length of service of each director:  at FY2015 Annual Report "Directors Report"	
2.4	A majority of the board of a listed entity should be independent directors.	the fact that we follow this recommendation:  in our Corporate Governance Statement on Company website at www.isonea.com	
2.5	The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.		an explanation why that is so in our Corporate Governance Statement on Company website at www.isonea.com
2.6	A listed entity should have a program for inducting new directors and provide appropriate professional development opportunities for directors to develop and maintain the skills and knowledge needed to perform their role as directors effectively.	the fact that we follow this recommendation:  in our Corporate Governance Statement on Company website at www.isonea.com	
PRINCIP	LE 3 – ACT ETHICALLY AND RESPONSIBLY		
3.1	A listed entity should:  (a) have a code of conduct for its directors, senior executives and employees; and  (b) disclose that code or a summary of it.	our code of conduct or a summary of it:  in our Corporate Governance Statement on Company website at www.isonea.com	

PRINCIPLE 4 – SAFEGUARD INTEGRITY IN CORPORATE REPORTING				
4.1	The board of a listed entity should:  (a) have an audit committee which:  (1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and  (2) is chaired by an independent director, who is not the chair of the board, and disclose:  (3) the charter of the committee;  (4) the relevant qualifications and experience of the members of the committee; and  (5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or	[If the entity complies with paragraph (a):] the fact that we have an audit committee that complies with paragraphs (1) and (2):  ☑ in our Corporate Governance Statement on Company website at www.isonea.com and a copy of the charter of the committee: ☑ at www.isonea.com and the information referred to in paragraphs (4) and (5): ☑ at FY2015 Annual Report " Directors Report"		
4.2	The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.	the fact that we follow this recommendation:  in our Corporate Governance Statement on Company website at www.isonea.com		
4.3	A listed entity that has an AGM should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.	the fact that we follow this recommendation:  in our Corporate Governance Statement on Company website at www.isonea.com		
PRINCIP	PRINCIPLE 5 – MAKE TIMELY AND BALANCED DISCLOSURE			
5.1	A listed entity should:  (a) have a written policy for complying with its continuous disclosure obligations under the Listing Rules; and  (b) disclose that policy or a summary of it.	our continuous disclosure compliance policy or a summary of it:  in our Corporate Governance Statement on Company website at www.isonea.com		
PRINCIP	LE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS			
6.1	A listed entity should provide information about itself and its governance to investors via its website.	information about us and our governance on our website:   at www.isonea.com		

6.2	A listed entity should design and implement an investor relations program to facilitate effective two-way communication with investors.	the fact that we follow this recommendation:  in our Corporate Governance Statement on Company website at www.isonea.com	
6.3	A listed entity should disclose the policies and processes it has in place to facilitate and encourage participation at meetings of security holders.	our policies and processes for facilitating and encouraging participation at meetings of security holders:  in our Corporate Governance Statement on Company website at www.isonea.com	
6.4	A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	the fact that we follow this recommendation:  in our Corporate Governance Statement on Company website at www.isonea.com	
PRINCIP	LE 7 – RECOGNISE AND MANAGE RISK		
7.1	The board of a listed entity should:  (a) have a committee or committees to oversee risk, each of which:  (1) has at least three members, a majority of whom are independent directors; and  (2) is chaired by an independent director, and disclose:  (3) the charter of the committee;  (4) the members of the committee; and  (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or	<ul> <li>[If the entity complies with paragraph (a):]</li> <li> the fact that we have a committee or committees to oversee risk that comply with paragraphs (1) and (2):</li> <li>☑ in our Corporate Governance Statement on Company website at www.isonea.com</li> <li> and a copy of the charter of the committee:</li> <li>☑ at www.isonea.com</li> <li> and the information referred to in paragraphs (4) and (5):</li> <li>☑ at FY2015 Annual Report "Directors Report"</li> </ul>	
7.2	The board or a committee of the board should:  (a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound; and  (b) disclose, in relation to each reporting period, whether such a review has taken place.	the fact that board or a committee of the board reviews the entity's risk management framework at least annually to satisfy itself that it continues to be sound:  in our Corporate Governance Statement on Company website at www.isonea.com  and that such a review has taken place in the reporting period covered by this Appendix 4G:  in our Corporate Governance Statement	

7.3	A listed entity should disclose:	[If the entity complies with paragraph (b):]	
	(a) if it has an internal audit function, how the function is structured and what role it performs; or	the fact that we do not have an internal audit function and the processes we employ for evaluating and continually improving the effectiveness of our risk management and internal control processes:	
	(b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its risk management and internal control processes.	in our Corporate Governance Statement on Company website at www.isonea.com	
7.4	A listed entity should disclose whether it has any material exposure to economic, environmental and social sustainability risks and, if it does, how it manages or intends to manage those risks.	whether we have any material exposure to economic, environmental and social sustainability risks and, if we do, how we manage or intend to manage those risks:  In our Corporate Governance Statement on Company website at www.isonea.com	

PRINCIP	PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY			
8.1	The board of a listed entity should:  (a) have a remuneration committee which:  (1) has at least three members, a majority of whom are independent directors; and  (2) is chaired by an independent director, and disclose:  (3) the charter of the committee;  (4) the members of the committee; and  (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or	[If the entity complies with paragraph (a):] the fact that we have a remuneration committee that complies with paragraphs (2):  ☑ in our Corporate Governance Statement on Company website at www.isonea.com and a copy of the charter of the committee: ☑ at www.isonea.com and the information referred to in paragraphs (4) and (5): ☑ at FY 2015 Annual Report "Directors Report"	an explanation why it does not comply with 8.1(a)(1) in our Corporate Governance Statement on Company website at www.isonea.com	
8.2	A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	separately our remuneration policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives:      in our Corporate Governance Statement on Company website at www.isonea.com		
8.3	A listed entity which has an equity-based remuneration scheme should:  (a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and  (b) disclose that policy or a summary of it.	our policy on this issue or a summary of it:  in our Corporate Governance Statement on Company website at www.isonea.com		

# **Corporate Governance Statement**

The Company is committed to implementing the highest standards of corporate governance. In determining what those standards should involve, the "Group" has considered the ASX Corporate Governance Council's ('the Council') Corporate Governance Principles and Recommendations.

A review of the Company's 'Corporate Governance Framework' is performed on a periodic basis to ensure that it is relevant and effective in light of changing legal and regulatory requirements. The Board of Directors ('the Board') continues to adopt a set of Corporate Governance Practices and a Code of Conduct appropriate for the size, complexity and operations of the Company and its subsidiaries.

Where the Company's corporate governance practices do not correlate with the practices recommended by the Council, the Company has stated that fact in the annual report and has set out a mandate for future compliance when the size of the "Group" and the scale of its operations warrants the introduction of those recommendations. All Charters and Policies are available from the Company.

## Principle 1: Lay solid foundations for management and oversight

#### Role of the Board & Management

The Board's role, were appropriate, is to govern the Company rather than to manage it. In governing the Company, the Directors must act in the best interest of the Company as a whole. It is the role of senior management to manage the Company in accordance with the direction and delegations of the Board and the responsibility of the Board to oversee the activities of management in carrying out these delegated duties.

In carrying out its governance role, the main task of the Board is to drive the performance of the consolidated entity. The Board must also ensure that the consolidated entity complies with all of its contractual, statutory and any other legal obligations, including the requirements of any regulatory body. The Board has the final responsibility for the successful operations of the consolidated entity.

To assist the Board carry out its functions, it has a Code of Conduct in place to guide Directors, the Chief Executive Officer, the Chief Financial Officer and other senior executives and employees in the performance of their roles.

In general, the Board is responsible for, and has the authority to determine, all matters relating to the policies, practices, management and operations of the Company. It is required to do all things that may be necessary to be done in order to carry out the objectives of the consolidated entity.

Without intending to limit this general role of the Board, the principal functions and responsibilities of the Board include the following:

- 1. Leadership of the Organisation: overseeing the Company and establishing codes that reflect the values of the Company and guide the conduct of the Board, management and employees.
- 2. Strategy Formulation: to set and review the overall strategy and goals for the Company and ensure that there are policies in place to govern the operation of the consolidated entity.
- 3. Overseeing Planning Activities: overseeing the development of the Company's strategic plan and approving that plan as well as the annual and long term budgets.
- 4. Shareholder Liaison: ensuring effective communications with shareholders through an appropriate communications policy and promoting participation at general meetings.
- 5. Monitoring, Compliance and Risk Management: overseeing the development of the Company's risk management, compliance, control and accountability systems and monitoring and directing the financial and operation performance of the Company.
- 6. Company Finances: approving expenses and approving and monitoring acquisitions, divestitures and financial and other reporting.
- 7. Human Resources: appointing, and, where appropriate, removing the Executive Officers as well as reviewing the performance of the Chief Executive Officer and monitoring the performance of senior management in their implementation of Company strategy.

- 8. Ensuring the Health, Safety and Well-Being of Employees: in conjunction with the senior management team, developing, overseeing and reviewing the effectiveness of the Company's occupational health and safety systems to ensure the well-being of all employees.
- 9. Delegation of Authority: delegating appropriate powers to executives of the Company to ensure the effective day-to-day management of the Company and establishing and determining the powers and functions of the Committees of the Board.

Full details of the Board's role and responsibilities are contained in the Board Charter, a copy of which is available for inspection at the Company's registered office.

## **Board Appointments**

The Company undertakes comprehensive reference checks prior to appointing a director, or putting that person forward as a candidate to ensure that person is competent, experienced, and would not be impaired in any way from undertaking the duties of director. The Company provides relevant information to shareholders for their consideration about the attributes of candidates together with whether the Board supports the appointment or re-election.

The terms of the appointment of a non-executive director, executive directors and senior executives are agreed upon and set out in writing at the time of appointment.

#### **The Company Secretaries**

The Company Secretaries are accountable directly to the Board, through the Chairman, on all matters to do with the proper functioning of the Board, including agendas, Board papers and minutes, advising the Board and its Committees (as applicable) on governance matters, monitoring that the Board and Committee policies and procedures are followed, communication with regulatory bodies and the ASX and statutory and other filings.

#### **Diversity Policy**

The Company is committed to increasing diversity amongst its employees, and not just in the area of gender diversity. Our workforce is employed based on the right person for the job regardless of their gender, age, nationality, race, religious beliefs, cultural background, sexuality or physical ability or appearance.

Executive and Board positions are filled by the best candidates available without discrimination. The Company is committed to increasing gender diversity within these positions when appropriate appointments become available. The Company is also committed to identifying suitable persons within the organisation, and where appropriate opportunities exist, advance diversity to support the promotion of talented employees into management positions.

The Company has not set any gender specific diversity objectives as it believes that multicultural diversity is as equally important within its organisation.

The following table demonstrates the Company's gender diversity as at 30 June 2015:

	Number of Males	Number of Females
Directors	5	-
Key Management Personnel	-	-
Other Company Employees/Consultants	5	6

#### **Board & Executive Performance Review**

The Board considers the ongoing development and improvement of its own performance, the performance of individual directors and Board Committees as critical to effective governance.

A 'Performance Evaluation Policy' has been established to evaluate the performance of the Board, individual Directors and Executive Officers of the Company. The Board is responsible for conducting evaluations on an annual basis in line with these policy guidelines.

This process includes a review in relation to the composition and skills mix of the Directors of the Company. Performance reviews involve analysis based on key performance indicators aligned with the financial and non-

financial objectives of the Company. A performance review in accordance with the processes disclosed occurred in relation to the 2015 financial year.

On at least an annual basis, the Board conducts a formal performance review of key management personnel (KMP). The Board assesses the performance of KMP against qualitative and quantitative key performance indicators relevant to each KMP. A performance review of KMP occurred during the 2015 financial year in accordance with this process.

#### **Independent Professional Advice**

The Board collectively and each Director has the right to seek independent professional advice at the Company's expense, up to specified limits, to assist them to carry out their responsibilities.

# Principle 2: Structure the Board to add value.

## **Composition of the Board**

To add value to the Company, the Board has been formed so that it has effective composition, size and commitment to adequately discharge its responsibilities and duties. The names of the Directors and their qualifications and experience are stated in the Directors' Report under the section headed 'Directors' along with the term of office held by each of the Directors.

The Board believes that the interests of all Shareholders are best served by:

- Directors having the appropriate skills, experience and contacts within the Company's industry;
- The Company striving to have majority of Directors being independent; and
- Some major Shareholders being represented on the Board

The skills and expertise of the Directors as a collective group are as follows:

Strategic Business Acumen a proven, practical knowledge of the fundamentals of strategy formulation and its

subsequent implementation;

Accounting and finance the ability to read and comprehend the company's accounts, financial material

presented to the board, financial reporting requirements and some understanding of

corporate finance;

Legal the knowledge to oversee compliance with numerous laws as well as understanding an

individual director's legal duties and responsibilities;

**Managing risk** experience in managing areas of major risk to the organisation;

Managing People & Change high level experience in the development and implementation of HR System, including

recruitment, remuneration and development together with proven understanding of effective leadership principles necessary to develop effective systems and build

empowerment;

Financial Skills executive level experience in enterprise funding and M&A activity; and

**Industry knowledge** experience in similar organisations or industries.

The Company recognises the importance of Non-Executive Directors and the external perspective and advice that Non-Executive Directors can offer. Further, the Company also recognises the importance of Independent Directors in ensuring shareholders that the Board is properly fulfilling its role.

The Company assesses whether a Director is independent in accordance with the independence guidelines set out in the Council's Principles and Recommendations. A Director who meets the independence guidelines set out in the Council's Principles and Recommendations is considered to be an Independent Director. The Board consists of a majority of Independent Directors with David Ashmore, Timothy Oldham and John Ribot-de-Bresac considered being independent Directors. Leon L'Huillier and Ross Blair-Holt are not considered as independent Directors in accordance with the independence guidelines set out in the Council's Principles and Recommendations.

The Company' Chairman, Mr Leon L'Huillier, is considered an executive Director of the Company. The Board believes it is appropriate to the have the Chairman engaged in an executive capacity at this critical stage of the Company's development.

#### **Nomination of Directors**

The responsibilities of the Remuneration & Nominations Committee include considering board succession issues and reviewing Board composition to assist in ensuring the Board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.

When the need for a new director is identified, the required experience and competencies of the new director are defined in the context of a skills matrix and any gaps that may exist.

#### **Education and Induction**

It is the policy of the Company that new Directors undergo an induction process in which they are given a full briefing on the Company. Information conveyed to new Directors includes:

- details of the roles and responsibilities of a Director;
- formal policies on Director appointment as well as conduct and contribution expectations;
- details of all relevant legal requirements;
- a copy of the Board Charter;
- guidelines on how the Board processes function;
- details of past, recent and likely future developments relating to the Board including anticipated regulatory changes;
- background information on and contact information for key people in the organisation including an outline of their roles and capabilities;
- an analysis of the Company; and
- a copy of the Constitution of the Company.

In order to achieve continuing improvement in Board performance, all Directors are encouraged to undergo continual professional development.

# Principle 3: Act ethically and responsibly

# **Company Code of Conduct**

As part of its commitment to recognising the legitimate interests of stakeholders, the Company has established a Code of Conduct to guide compliance with legal and other obligations to legitimate stakeholders. These stakeholders include employees, clients, customers, government authorities, creditors and the community as whole. This code includes the following:

#### Responsibilities to Shareholders and the Financial Community Generally

The Company complies with the spirit as well as the letter of all laws and regulations that govern shareholders' rights. The Company has processes in place designed to ensure the truthful and factual presentation of the Company's financial position and prepares and maintains its accounts fairly and accurately in accordance with the generally accepted accounting and financial reporting standards.

## Responsibilities to Clients, Customers and Consumers

The Company has an obligation to use its best efforts to deal in a fair and responsible manner with each of the Company's clients, customers and consumers and is committed to providing clients, customers and consumers with fair value

#### **Employment Practices**

The Company endeavours to provide a safe workplace in which there is equal opportunity for all employees at all levels of the Company. The Company does not tolerate the offering or acceptance of bribes or the misuse of Company assets or resources.

## Obligations Relative to Fair Trading and Dealing

The Company aims to conduct its business fairly and to compete ethically and in accordance with relevant competition laws and strives to deal fairly with the Company's customers, suppliers and competitors and encourages its employees to strive to do the same.

#### Responsibilities to the Community and to Individuals

As part of the community the Company is committed to conducting its business in accordance with applicable environmental laws and regulations and supports community charities.

The Company is committed to keeping private information from employees, clients, customers, consumers and investors confidential and protected from uses other than those for which it was provided.

#### **Conflicts of Interest**

Directors and employees must avoid conflicts as well as the appearance of conflicts between personal interests and the interests of the Company.

#### How the Company Complies with Legislation Affecting its Operations

Within Australia, the Company strives to comply with the spirit and the letter of all legislation affecting its operations. Outside Australia, the Company will abide by local laws in all countries in which it operates. Where those laws are not as stringent as the Company's operating policies, particularly in relation to the environment, workplace practices, intellectual property and the giving of "gifts", Company policy will prevail.

#### How the Company Monitors and Ensures Compliance with its Code

The Board, management and all employees of the Company are committed to implementing this Code of Conduct and each individual is accountable for such compliance. Disciplinary measures may be imposed for violating the Code.

#### Trading in the Consolidated Entity's Shares

The Company has a Share Trading Policy which states that Directors, members of senior management, certain other employees and their associates likely to be in possession of unpublished price sensitive information may not trade in the Company's securities prior to that unpublished price sensitive information being released to the market via the ASX. Unpublished price sensitive information is information regarding the Company, of which the market is not aware, that a reasonable person would expect to have a material effect on the price or value of the Company's securities.

## Principle 4: Safeguard integrity in corporate reporting.

#### **Audit, Risk and Compliance Committee**

The Board has established an Audit, Risks and Compliance Committee ('Audit Committee'), which operates under a Charter approved by the Board. It is the Board's responsibility to ensure that an effective internal control framework exists within the Company. This includes internal controls to deal with both the effectiveness and efficiency of significant business processes, the safeguarding of assets, the maintenance of proper accounting records, and the reliability of financial information as well as non-financial considerations such as the benchmarking of operational key performance indicators. The Board has delegated responsibility for establishing and maintaining a framework of internal control and ethical standards to the Audit Committee.

Below is a summary of the role, composition and responsibilities of the Audit Committee. Further details are contained in the Audit Committee's Charter, which is available from the Company.

#### Role

The Audit Committee is responsible for reviewing the integrity of the Company's financial reporting and overseeing the independence of the external Auditors.

#### Composition

The Audit Committee, consists of three Non-Executive Directors of the Company, of which two are independent directors. The Committee Chairman is an Independent Director. The current members of the Committee as at the date of this report and their qualifications are detailed in the Directors' Report.

The Audit Committee holds a minimum of four meetings a year. Details of meetings held during the year and attendance of the members of the Audit Committee are disclosed within the Directors' Report of this Annual Report.

#### Responsibilities

The Audit Committee reviews the annual and half-yearly financial statements, the quarterly cash position reports, and any reports which accompany published financial statements before submission to the Board and recommends their approval.

The Audit Committee also recommends to the Board the appointment of the external auditor each year, reviews the appointment of the external auditor, their independence, the audit fee and any questions of resignation or dismissal.

#### **CEO** and **CFO** Declarations

The CEO (or Executive Chairman/Director in the absence of a CEO) and CFO or equivalent most senior financial employee or consultant have provided the Board with a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.

#### **External Auditor**

The Company's external auditor attends each annual general meeting and is available to answer any questions with regard to the conduct of the audit and their report.

Prior approval of the Board must be gained for non-audit work to be performed by the external auditor. There are qualitative limits on this non-audit work to ensure that the independence of the auditor is maintained.

There is also a requirement that the audit partner responsible for the audit not perform in that role for more than five years.

## Principle 5: Making timely and balanced disclosure.

The Company has procedures in place to ensure that the market is properly informed of matters which may have a material impact on the price at which Company securities are traded and that information disclosed is factual and presented in a clear and balanced way.

The Board has designated the Company Secretaries as the people responsible for overseeing and coordinating disclosure of information to the ASX as well as communicating with the ASX. In accordance with the ASX Listing Rules the Company immediately notifies the ASX of information:

- 1. concerning the Company that a reasonable person would expect to have a material effect on the price or value of the Company's securities; and
- 2. that would, or would be likely to, influence persons who commonly invest in securities in deciding whether to acquire or dispose of the Company's securities.

The Company also posts all information disclosed in accordance with this policy on the Company's website in an area accessible by the public.

## Principle 6: Respect the rights of shareholders.

The Company respects the rights of its shareholders and to facilitate the effective exercise of those rights the Company is committed to:

- 1. communicating effectively with shareholders through releases to the market via the ASX and the general meetings of the Company;
- 2. giving shareholders ready access to balanced and understandable information about the Company and corporate proposals;
- 3. making it easy for shareholders to participate in general meetings of the Company; and
- 4. requesting the external auditor to attend the annual general meeting and be available to answer shareholder questions about the conduct of the audit and the preparation and content of the auditor's report.

Shareholders are also able to ring the registered office of the Company to make enquiries of the Company or obtain recent announcements via the ASX website and the Company's website.

Information is communicated to shareholders through:

- the annual report which is published on the Company's website and distributed to shareholders where specifically requested;
- the half-year shareholder's report which is published on the Company's website and distributed to shareholders
  where specifically requested, containing summarised financial information and a review of the operations during
  the period since the annual report; and
- other correspondence regarding matters impacting on shareholders as required.

Shareholders may elect to, and are encouraged to, receive communications from the Company and its securities registry electronically.

The Company maintains information in relation to its corporate governance documents, Directors and senior executives, Board and committee charters, annual reports and ASX announcements on the Company's website.

## Principle 7: Recognise and managing risk.

The Board is committed to the identification, assessment and management of risk throughout the Company's business activities.

The Company recognises that risk management is an essential element of good corporate governance and fundamental in achieving its strategic and operational objectives. Risk management improves decision making, defines opportunities and mitigates material events that may impact security holder value.

The Board review's the entity's risk management framework at least annually to satisfy itself that it continues to be sound. A review of the Company's risk management framework was conducted during the 2015 financial year.

Management reports risks identified to the Board through regular operations reports, and via direct and timely communication to the Board where and when applicable. During the reporting period, management has reported to the Board as to the effectiveness of the Company's management of its material business risks. As part of the process of approving the financial statements, at each reporting date the CEO and other responsible senior executives provide statements in writing to the Board on the quality and effectiveness of the company's risk management and internal compliance and control systems. The Company does not have an internal audit function.

The Company faces risks inherent to its business, including economic risks, which may materially impact the Company's ability to create or preserve value for security holders over the short, medium or long term. The Company has in place policies and procedures, including a risk management framework (as described in the Company's Risk Management Policy), which is developed and updated to help manage these risks. The Board does not consider that the Company currently has any material exposure to environmental or social sustainability risks.

The Company also manages ongoing risk through the Audit Committee. The functions and responsibilities of that Committee are set out in Audit Committee Charter.

# Principle 8: Remunerate fairly and responsibly.

## **Remuneration & Nominations Committee**

#### Role

The role of a Remuneration & Nominations Committee is to assist the Board in fulfilling its responsibilities in respect of establishing appropriate remuneration levels and incentive policies for employees and achieve a structured Board that adds value to the Company by ensuring an appropriate mix of skills are present in Directors on the Board at all times. The committee also performs the role of nomination committee.

## Composition

The Remuneration & Nominations Committee currently consists of two Independent Non-Executive Directors of the Company. The Board considers that a Remuneration & Nominations Committee of two members, which is chaired by an independent director, is appropriate given the size of the Company and the scale and nature of its current operations. The Board believes the presence of one independent director on committee who is also chairman of the committee allows for sufficient independent judgement. The current members of the Committee as at the date of this report and during the reporting period, and their qualifications are detailed in the Directors' Report.

The Remuneration & Nominations Committee holds a minimum of two meetings a year. Details of meetings held during the year and attendance of the members of the Remuneration & Nominations Committee are disclosed within the Directors' Report of this Annual Report.

#### Responsibilities

The responsibilities of the Remuneration & Nominations Committee include setting policies for senior officers' remuneration, setting the terms and conditions of employment for the CEO/MD, reviewing and making recommendations to the Board on the Company's incentive schemes and superannuation arrangements, reviewing the remuneration of both Executive and Non-Executive Directors making recommendations to the Board on any proposed changes, undertake a review of the CEO/MD's performance, including, setting with the CEO/MD goals for the coming year and reviewing progress in achieving those goals.

The Nomination duties include devising criteria for Board membership, regularly reviewing the structure of the Board and identifying specific individuals for nomination/removal as Directors for review by the Board. Further

responsibilities include overseeing management succession plans including the CEO/MD and their direct reports and evaluation of the Board's performance.

#### **Remuneration Policy**

The Remuneration Report includes further details on the Company's remuneration policy and its relationship to the company's performance last year. It also includes details of the remuneration of Directors and senior executives last year. Shareholders are invited to vote on the adoption of the report at the Company's annual general meeting.

Participants in an equity based remuneration scheme are prohibited from entering into any transaction that would have the effect of hedging or otherwise transferring the risk of any fluctuation in the value of any unvested entitlement in the Company's securities to any other person.

#### Senior Executive Remuneration Policy

The Company is committed to remunerating its senior executives in a manner that is market competitive and consistent with best practice as well as supporting the interests of shareholders. Under the senior executive remuneration policy, remuneration of senior executives may comprise of the following:

- fixed salary that is determined from a review of the market and reflects core performance requirements and expectations;
- a performance bonus designed to reward actual achievement by the individual of performance objectives and for materially improved Company performance;
- participation in the share/option scheme with thresholds approved by shareholders; and
- statutory superannuation.

The Company aims to align the interests of senior executives with those of shareholders by remunerating senior executives through performance and long-term incentive plans in addition to their fixed remuneration.

#### **Non-Executive Director Remuneration Policy**

Non-Executive Directors are paid their fees out of the maximum aggregate amount approved by shareholders for the remuneration of Non-Executive Directors. Non-Executive Directors do not receive performance based bonuses and do not participate in equity schemes of the Company without prior shareholder approval.

Non-Executive Directors are entitled to but not necessarily paid statutory superannuation.