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10 September 2020

Company Announcements Office ASX Limited

## **Appendix 4G and Corporate Governance Statement**

Please find attached Appendix 4G in accordance with Listing Rules 4.7.3 and 4.10.3 and a copy of the Company's Corporate Governance Statement.

This ASX announcement has been authorised for release by the Board.

- ENDS -

Krystel Kirou Company Secretary

# **Appendix 4G**

# Key to Disclosures Corporate Governance Council Principles and Recommendations

Name	Name of entity:					
SAN	SANTA FE MINERALS LIMITED					
ABN /	ARBN:	Financial year ended:				
59 15	51 155 74	30 JUNE 2020				
Our corporate governance statement <sup>2</sup> for the ab  These pages of our annual report:  This URL on our website:		above period above can be found at:3  https://www.santafeminerals.com.au/assets/asx-announcements/SFM-Corporate-Governance-Statement_Approved.pdf				
The Co		urate and up to date as at 9 September 2020 and has been approved by				
The an	nnexure includes a key to where our cor	porate governance disclosures can be located.				
Date:	Date: 10 September 2020					
Kryst	Krystel Kirou					
Comp	pany Secretary					

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.

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 "<u>OR</u>" 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.

<sup>&</sup>lt;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.

<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.

## ANNEXURE – KEY TO CORPORATE GOVERNANCE DISCLOSURES

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed	 ve NOT followed the recommendation in full for the whole period above. We have disclosed <sup>4</sup>
PRINC	IPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVE	RSIGHT	
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 OR  ☐ at [insert location]  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 [insert location]	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
1.2	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 OR  □ at [insert location]	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
1.3	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 OR  at [insert location]	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 OR  ☐ at [insert location]	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

<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.

Corporate 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 $\ldots^4$
1.5	<ul> <li>(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;</li> <li>(b) disclose that policy or a summary of it; and</li> <li>(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:</li> <li>(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</li> <li>(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.</li> </ul>	the fact that we have a diversity policy that complies with paragraph (a):  in our Corporate Governance Statement OR  at [insert location]  at [insert location]  at [insert location]  and the measurable objectives for achieving gender diversity set by the board or a relevant committee of the board in accordance with our diversity policy and our progress towards achieving them:  in our Corporate Governance Statement OR  at [insert location]  and the information referred to in paragraphs (c)(1) or (2):  in our Corporate Governance Statement OR  at [insert location]  at [insert location]	<ul> <li>         □ an explanation why that is so in our Corporate Governance Statement OR         □ we are an externally managed entity and this recommendation is therefore not applicable     </li> </ul>
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 OR  ☐ at [insert location]  and the information referred to in paragraph (b):  ☑ in our Corporate Governance Statement OR  ☐ at [insert location]	<ul> <li>□ an explanation why that is so in our Corporate Governance         Statement <u>OR</u></li> <li>□ we are an externally managed entity and this recommendation         is therefore not applicable</li> </ul>
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 OR  ☐ at [insert location]  and the information referred to in paragraph (b):  ☑ in our Corporate Governance Statement OR  ☐ at [insert location]	<ul> <li>□ an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>□ we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>

Corporate 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.	[If the entity complies with paragraph (a):] the fact that we have a nomination committee that complies with paragraphs (1) and (2):  □ in our Corporate Governance Statement OR □ at [insert location] and a copy of the charter of the committee: □ at [insert location] and the information referred to in paragraphs (4) and (5): □ in our Corporate Governance Statement OR □ at [insert location] [If the entity complies with paragraph (b):] 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: □ in our Corporate Governance Statement OR □ at [insert location]	<ul> <li>         □ an explanation why that is so in our Corporate Governance Statement OR         □ we are an externally managed entity and this recommendation is therefore not applicable     </li> </ul>
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 OR  ☐ at [insert location]	<ul> <li>□ an explanation why that is so in our Corporate Governance Statement OR</li> <li>□ we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>

Corporate	e Governance Council recommendation	We have followed the recommendation in full for the whole of the period above. We have disclosed	 eve NOT followed the recommendation in full for the whole period above. We have disclosed4
2.3	A listed entity should disclose:  (a) the names of the directors considered by the board to be independent directors;  (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  (c) the length of service of each director.	the names of the directors considered by the board to be independent directors:  in our Corporate Governance Statement OR  at [insert location]  and, where applicable, the information referred to in paragraph (b):  in our Corporate Governance Statement OR  at [insert location]  and the length of service of each director:  in our Corporate Governance Statement OR  at page 3 of Directors' Report in 2020 Annual Report	an explanation why that is so in our Corporate Governance Statement
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 OR  at [insert location]	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
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.	the fact that we follow this recommendation:  in our Corporate Governance Statement OR  at [insert location]	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
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 OR  ☐ at [insert location]	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
PRINCIPLE 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 OR  ☐ at [insert location]	an explanation why that is so in our Corporate Governance Statement

Corporate 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 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  (b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.	[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 OR □ at [insert location] and a copy of the charter of the committee: □ at [insert location] and the information referred to in paragraphs (4) and (5): □ in our Corporate Governance Statement OR □ at [insert location] [If the entity complies with paragraph (b):] the fact that we do not have an audit committee and the processes we employ that independently verify and safeguard the integrity of our corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner: □ in our Corporate Governance Statement OR □ at [insert location]	an explanation why that is so in our Corporate Governance Statement
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 OR  ☐ at [insert location]	an explanation why that is so in our Corporate Governance Statement

•		We have followed the recommendation in full for the whole of the period above. We have disclosed	ave NOT followed the recommendation in full for the whole e period above. We have disclosed4
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 OR  at [insert location]	an explanation why that is so in our Corporate Governance Statement OR we are an externally managed entity that does not hold an annual general meeting and this recommendation is therefore not applicable
PRINCIPI	LE 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 OR  at [insert location]	an explanation why that is so in our Corporate Governance Statement
PRINCIPI	E 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.santafeminerals.com.au	an explanation why that is so in our Corporate Governance Statement
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 OR  at [insert location]	an explanation why that is so in our Corporate Governance Statement
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 OR  at [insert location]	an explanation why that is so in our Corporate Governance Statement OR we are an externally managed entity that does not hold periodic meetings of security holders and this recommendation is therefore not applicable
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 OR  ☐ at [insert location]	an explanation why that is so in our Corporate Governance Statement

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 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	[If the entity complies with paragraph (a):] the fact that we have a committee or committees to oversee risk that comply with paragraphs (1) and (2):  in our Corporate Governance Statement OR  at [insert location] and a copy of the charter of the committee:  at [insert location] and the information referred to in paragraphs (4) and (5):	an explanation why that is so in our Corporate Governance Statement
	(b) 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 risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.	in our Corporate Governance Statement OR  at [insert location]  [If the entity complies with paragraph (b):]  the fact that we do not have a risk committee or committees that satisfy (a) and the processes we employ for overseeing our risk management framework:  in our Corporate Governance Statement OR  at [insert location]	
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 OR  at [insert location]  and that such a review has taken place in the reporting period covered by this Appendix 4G:  in our Corporate Governance Statement OR  at [insert location]	an explanation why that is so in our Corporate Governance Statement

Corporate 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 $\dots^4$
7.3	A listed entity should disclose:     (a) if it has an internal audit function, how the function is structured and what role it performs; or     (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.	[If the entity complies with paragraph (a):] how our internal audit function is structured and what role it performs:  □ in our Corporate Governance Statement OR □ at [insert location] [If the entity complies with paragraph (b):] 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: □ in our Corporate Governance Statement OR □ at [insert location]	an explanation why that is so in our Corporate Governance Statement
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 OR  at [insert location]	an explanation why that is so in our Corporate Governance Statement

Corporate 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 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  (b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.	[If the entity complies with paragraph (a):] the fact that we have a remuneration committee that complies with paragraphs (1) and (2):  □ in our Corporate Governance Statement OR □ at [insert location] and a copy of the charter of the committee: □ at [insert location] and the information referred to in paragraphs (4) and (5): □ in our Corporate Governance Statement OR □ at [insert location] [If the entity complies with paragraph (b):] the fact that we do not have a remuneration committee and the processes we employ for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive: □ at [insert location] □ at [insert location]	<ul> <li>         □ an explanation why that is so in our Corporate Governance Statement OR         □ we are an externally managed entity and this recommendation is therefore not applicable     </li> </ul>
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 OR  at [insert location]	□ an explanation why that is so in our Corporate Governance Statement OR □ we are an externally managed entity and this recommendation is therefore not applicable
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 OR  at [insert location]	<ul> <li>□ an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>□ we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable <u>OR</u></li> <li>□ we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>

Corporate 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 $\dots^4$
ADDITIO	NAL DISCLOSURES APPLICABLE TO EXTERNALLY MANAGED	LISTED ENTITIES	
-	Alternative to Recommendation 1.1 for externally managed listed entities:  The responsible entity of an externally managed listed entity should disclose:  (a) the arrangements between the responsible entity and the listed entity for managing the affairs of the listed entity;  (b) the role and responsibility of the board of the responsible entity for overseeing those arrangements.	the information referred to in paragraphs (a) and (b):  in our Corporate Governance Statement OR  at [insert location]	an explanation why that is so in our Corporate Governance Statement
-	Alternative to Recommendations 8.1, 8.2 and 8.3 for externally managed listed entities:  An externally managed listed entity should clearly disclose the terms governing the remuneration of the manager.	the terms governing our remuneration as manager of the entity:  in our Corporate Governance Statement OR  at [insert location]	an explanation why that is so in our Corporate Governance Statement



## CORPORATE GOVERNANCE STATEMENT

The Board of Directors (the 'Board') of Santa Fe Minerals (the 'Company') is responsible for the governance of the Company and has adopted the following framework to ensure that the Company is managed efficiently, effectively and ethically and operates in the best interests of shareholders.

The Board has followed the principles and best practice recommendations established by the ASX Corporate Governance Council having regard to the nature of the Company's activities and its size. The Company has adopted the ASX Corporate Governance Principles and Recommendations with 2014 Amendments (3rd Edition) for the 2020 financial year, subject to the exceptions noted below.

The information in this statement is current at 9 September 2020, as approved by a resolution of the Board.

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

#### **Recommendation 1.1**

The Company has established the respective roles and responsibilities of its Board and management, and those matters expressly reserved to the Board and those delegated to management and has documented this in its Board Charter. A copy of the Board Charter is available in the Corporate Governance section of the Company's website.

## **Recommendation 1.2**

In determining candidates for the Board, consideration is given to the mix of skills, experience, and diversity of the existing Board in addition to the balance of independent Directors.

Before appointing a new Director, the Company will undertake appropriate checks such as a character reference, police clearance certificate, bankruptcy check and any other check it deems appropriate.

Directors are re-elected in accordance with the Company's Constitution and the ASX Listing Rules. Shareholders will be provided with all material information for a Director's election in the Notice of Meeting that would be relevant for shareholders to make a decision on whether or not to elect or re-elect a Director, such as the Director's qualifications, experience and contribution to the Board.

#### **Recommendation 1.3**

Newly appointed Non-Executive Directors receive formal letters of appointment setting out the key terms, conditions, responsibilities and expectations of their appointment. Additionally, the Company enters into employment contracts with each newly employed Senior Executives, setting out in further detail the responsibilities specifically delegated to them.

#### **Recommendation 1.4**

The Company Secretary is accountable directly to the Board, through the Chairman, on all matters to do with the proper functioning of the Board as outlined in the Company's Board Charter.

#### **Recommendation 1.5**

The Company is committed to a diverse and inclusive workforce across a wide range of workforce demographics that extends beyond gender. The Board considers that due to the size of the Company, formally documenting the policy concerning gender diversity and the setting of measurable diversity objectives is not appropriate.

The Company provides equal employment opportunities to men and women at all times. Measurable objectives will be considered by the Board when the Company becomes of a size that warrants such objectives. Once established, the Board will review progress against any objectives identified on an annual basis.

The Company currently has a total of 5 employees and Directors, of whom 1 are female. No women currently occupy senior executive of Board positions.

#### **Recommendation 1.6**

The Chairman has the overall responsibility for evaluating the performance of the Board and individual Directors. The process employed by the Chairman for evaluating the performance may involve meeting with each Director privately, ongoing observation and discussion by the Board and the circulation of questionnaires.

Measures against which the performance of the Board and individual Directors will be evaluated include:

- the skills, performance and contribution of individual members of the Board;
- the performance and effectiveness of the Board as a whole;
- awareness of Directors of their responsibilities and duties as Directors of the Company; and
- opportunities for continuing improvement of Board functions.

The Company undertakes a performance evaluation of the Board at least annually. The Company utilised a combination of both individual feedback and performance questionnaires during the 2019 financial year.

#### **Recommendation 1.7**

The Chair is responsible for evaluation of the Board and, when appropriate, Board committees and individual directors. The Board, via the Chair, is responsible for evaluating the Managing Director.

A formal performance evaluation of senior executives was not undertaken in the 2019 financial year. The Board currently comprises 3 Directors and there are no other senior executives.

## Principle 2: Structure the board to add value

#### **Recommendation: 2.1**

The Board has not established a separate Nomination Committee. Given the current size and composition of the Board, the Board believes that there would be no efficiencies gained by establishing a separate Nomination Committee. Accordingly, the Board performs the role of the Nomination Committee.

As noted above, the full Board carries out the role of the Nomination Committee. The Board did not officially convene as a Nomination and Remuneration Committee during the 2019 financial year, however nomination and remuneration related discussions occurred from time to time during the year as required.

The Company's objective is to have an appropriate mix of expertise and experience on the Board, and where appropriate its committees, so that the Board can effectively discharge its corporate governance and oversight responsibilities.

#### Recommendation: 2.2

The Company is committed to ensuring that the composition of the Board includes directors who bring an appropriate mix of skills, experience and expertise to Board decision making. The following table summarises the key skills and experience that the Board believes are appropriate for the Company.

Skills and experience	Number of Directors
Successful experience in CEO/Managing Director and/or other Board level	
roles	2
Relevant industry (resources, mining, exploration) experience	3
Experience and capability in corporate finance, business analysis and	
financial forecasting	2
Development and implementation of corporate strategy	2

The Board currently comprises of 3 Directors. Details of the directors, including their skills, experience and year of appointment, are detailed on the Company's website and contained in the Remuneration Report which forms part of the Directors' Report.

#### Recommendation: 2.3

During the reporting period, the independence of Directors was measured having regard to the guidance in Box 2.3 of the ASX Principles. Mr Terry Brown is considered independent. Mr Mark Jones and Mr Doug Rose are not independent as they are substantial security holders of the Company and/or act in an executive capacity with the Company.

#### Recommendation: 2.4

The Board does not have a majority of directors who are independent, primarily due to their substantial shareholdings in the Company and/or their executive capacity with the Company.

All Directors bring to the Board the requisite skills which are complementary to those of the other Directors and enable them to adequately discharge their responsibilities and bring independent judgments to bear on their decisions.

The following measures are in place to ensure the decision making process of the Board is subject to independent judgments:

- a standard item on each Board Meeting agenda requires directors to focus on and declare any conflicts of interest in addition to those already declared;
- directors are permitted to seek the advice of independent experts at the Company's expense, subject to the approval of the Chairman;
- all directors must act at all times in the interest of the Company; and
- directors meet as required independently of executive management.

### **Recommendation 2.5**

The Chairman of the Board, Mr Mark Jones, is a Non-Executive Director, and is not the same person as the Managing Director of the Company.

#### Recommendation: 2.6

New Directors undergo an induction program in which they are given a full briefing on the Company, its operations and the industry in which it operates.

The Board regularly reviews whether the Directors as a group have the skills, knowledge and familiarity with the Company and its operating environment required to fulfil their role on the Board effectively. Where any gaps are identified, the Board considers what training or development should be undertaken to fill those gaps. In particular, the Board ensures that any director who does

not have specialist accounting skills or knowledge has a sufficient understanding of accounting matters to fulfil his or her responsibilities in relation to the Company's financial statements.

#### Principle 3: Promote ethical and responsible decision making

#### **Recommendation: 3.1**

A Code of Conduct Policy is in place to promote ethical and responsible practices and standards of behaviour expected of the Board, Directors, employees and consultants of the Company when dealing with each other, shareholders, other stakeholders and the broader community. This Policy reflects the Directors' and key officers' intention to ensure that their duties and responsibilities to the Company are performed with the utmost integrity.

The Company has a Securities Trading Policy to minimise the risk of insider trading in the Company's securities. The policy prohibits all employees, officers and Directors of the Company from trading in the Company's securities if they are in possession of inside information. Employees, Officers and Directors must not trade in the Company's securities during closed periods. Trading is generally permitted at other times provided there is no contravention of the insider trading laws.

A copy of the Code of Conduct and Securities Trading Policy is available in the Corporate Governance section of the Company's website.

#### Principle 4: Safeguard integrity in financial reporting

#### Recommendation: 4.1

The Board has not established a separate Audit Committee. Given the current size and composition of the Board, the Board believes that there would be no efficiencies gained by establishing a separate Audit Committee.

Accordingly, the Board performs the role of Audit Committee and performs the following responsibilities:

- reviewing and approving statutory financial reports and all other financial information distributed externally;
- monitoring the effective operation of the risk management and compliance framework;
- reviewing the effectiveness of the Company's internal control environment including compliance with applicable laws and regulations;
- the nomination of the external auditor and the review of the adequacy of the existing external audit arrangements; and
- considering whether non audit services provided by the external auditor are consistent with maintaining the external auditor's independence.

As noted above, the full Board carries out the role of the Audit Committee. The Board did not officially convene as an Audit and Risk Committee during the 2019 financial year, however audit-related discussions occurred from time to time during the year as required. The Company will give consideration at an appropriate time in the Company's development, for the creation of an Audit Committee.

#### **Recommendation 4.2**

Prior to Board approval of the quarterly, half-year and annual financial statements, the Managing Director and the Chief Financial Officer must provide a declaration to the Board in accordance with section 295A of the Corporations Act 2001 (Cth) and the statement under Recommendation 4.2 of the ASX Principles.

The declaration states that, in their opinion, the financial records of the Company for the relevant financial period have been properly maintained and that the financial statements for the relevant financial period comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the Company and the consolidated 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.

#### **Recommendation 4.3**

The Company's external auditor attends each Annual General Meeting (AGM) and is available to answer shareholder questions about the conduct of the audit, the preparation and content of the Independent Auditor's Report, the accounting policies adopted by the Company in relation to the preparation of the financial statements and the independence of the auditor in relation to the conduct of the audit.

A representative of the Company's auditor, HLB Mann Judd, attended the Company's annual general meeting held on 29 November 2018.

## Principle 5: Make timely and balanced disclosures

#### **Recommendation 5.1**

The Company has established written policies and procedures for complying with its continuous disclosure obligations under the ASX Listing Rules. A summary of the Company's Continuous Disclosure Policy is disclosed on the Company's website.

## Principle 6: Respect the rights of shareholders

#### **Recommendation 6.1**

The Company provides information about itself and its governance to investors via its website at www.santafeminerals.com.au as set out in its Shareholder Communications Policy.

#### **Recommendation 6.2**

The Company has designed and implemented an investor relations program to facilitate effective two-way communication with investors. The Managing Director engages in informal meetings and telephone calls with a range of investors on a regular basis. A copy of the Company's Shareholder Communications Policy is available in the Corporate Governance section of the Company's website.

#### **Recommendation 6.3**

To encourage shareholder engagement and participation at the AGM, shareholders have the opportunity to attend the AGM, ask questions on the floor, participate in voting and meet the Board and Management in person.

Shareholders who are unable to attend the AGM are encouraged to vote on the proposed motions by appointing a proxy via the proxy form accompanying the Notice of Meeting. Shareholders have the opportunity to submit written questions to the Company and external auditor prior to the commencement of the meeting.

#### **Recommendation 6.4**

Shareholders are given the option to receive communications from, and send communications to, the Company and its share registry electronically.

## Principle 7: Recognise and manage risk

#### **Recommendation 7.1**

The Board has not established a separate Risk Committee. Given the current size and composition of the Board, the Board believes that there would be no efficiencies gained by establishing a separate Risk Committee. Accordingly, the Board performs the role of Audit and Risk Committee.

The Board is responsible for effective oversight and management of risks, including but not limited to identification of principal risks and effective management of those risks. Items that are usually

required to be discussed by a Risk Committee are marked as separate agenda items at Board meetings when required.

The Board deals with any conflicts of interest that may occur when convening in the capacity of the Audit and Risk Committee by ensuring that the director with conflicting interests is not party to the relevant discussions

As noted above, the full Board carries out the role of the Risk Committee. The Board did not officially convene as an Audit and Risk Committee during the 2019 financial year, however risk related discussions occurred from time to time during the year as required.

#### **Recommendation 7.2**

The Board reviews the Company's risk management framework annually to satisfy itself that it continues to be sound, to determine whether there have been any changes in the material business risks the Company faces and to ensure that the Company is operating within the risk appetite set by the Board.

#### **Recommendation 7.3**

The Company does not have an internal audit function. To evaluate and continually improve the effectiveness of the Company's risk management and internal control processes, the Board relies on ongoing reporting and discussion of the management of material business risks as outlined in the Company's Risk Management Policy.

#### **Recommendation 7.4**

The Company has material exposure to a number of economic, environmental and social risks, including expenditure levels relative to exploration success, going concern, commodity price fluctuations, performance of activities, retaining key personnel and internal controls.

The Board is responsible for reviewing and ratifying systems of risk management and internal control and compliance, codes of conduct and legal compliance. It uses a number of mechanisms to ensure that management's objectives and activities are aligned with the risks identified by the Board. These include:

- receiving regular reports on the Company's exploration and financial activities;
- ensuring the executive management team is responsible for developing policies, processes and procedures to identify, prioritise and manage risks related to the Company's activities; and
- the Managing Director reports to the Board on financial risks and financial risk.

Levels of insurance cover on insurance policies maintained by the Company to mitigate some operational risks are disclosed to the Board for review.

## Principle 8: Remunerate fairly and responsibly

#### **Recommendation 8.1**

The Board has not established a separate Remuneration Committee. Given the current size and composition of the Company, the Board believes that there would be no efficiencies gained by establishing a separate Remuneration Committee. Accordingly, the Board performs the role of Remuneration Committee.

The full Board approves all management remuneration including the allocation of options (if any) and involves itself in the nomination, selection and retirement of Directors. No Director may be involved in setting their own remuneration or terms and conditions and in such a case relevant Directors are required to be absent from the full Board discussion.

The Board seeks to ensure that collectively its membership represents an appropriate balance between Directors with experience and knowledge of the Company and Directors with an external

or fresh perspective. It shall review the range of expertise of its members on a regular basis and seeks to ensure that it has operational and technical expertise relevant to the operation of the Company.

Directors are re-elected, nominated and appointed to the Board in accordance with the Board's policy on these matters set out in the Remuneration Committee Charter, the Company's Constitution and ASX Listing Rules.

The Company's remuneration philosophy, objectives and arrangements are detailed in the Remuneration Report which forms part of the Directors' Report.

#### **Recommendation 8.2**

The Company's policy is to remunerate Non-Executive Directors at a fixed fee for time, commitment and responsibilities. Remuneration for Non-Executive Directors is not linked to individual performance. The maximum aggregate amount of fees (including superannuation payments) that can be paid to Non-Executive Directors is subject to approval by shareholders. There are no termination or retirement benefits for Non-Executive Directors other than for superannuation entitlements. From time to time the Company may permit Non-Executives to participate in equity-based remuneration plans.

Executive remuneration consists of a base salary and in some instances, performance incentives. Long term performance incentives may include options, performance rights or other equity-based schemes granted at the discretion of the Board subject to obtaining the relevant approvals. Equity-based plans are designed to recognise and reward efforts as well as to provide additional incentive to continue those efforts for the benefit of the Company, and may be subject to the successful completion of performance hurdles. Executives are offered a competitive level of base pay at market rates (for comparable companies), which are reviewed at least annually to ensure market competitiveness.

Details of remuneration, including the Company's policy on remuneration, are contained in the Remuneration Report which forms part of the Directors' Report.

#### **Recommendation 8.3**

Under the Company's Security Trading Policy, Restricted Persons are prohibited from entering into transactions or arrangements which limit the economic risk of participating in unvested entitlements under any equity-based remuneration scheme.