

18 April 2016

#### **ASX Limited**

Via Electronic Lodgement

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

In accordance with the ASX Listing Rules, attached is a copy of the Appendix 4G and Corporate Governance Statement for Think Childcare Limited.

#### **END RELEASE**

For further information contact: Paul Gwilym Director, CFO and Company Secretary

Tel: +61 2 9712 7444

### **Appendix 4G**

# Key to Disclosures Corporate Governance Council Principles and Recommendations

| Name of entity:  |  |  |  |  |
|--|--|--|--|--|
| THINK CHILDCARE LIMITED  |  |  |  |  |
| ABN / ARBN: Financial year ended:  |  |  |  |  |
| 81 600 793 388   | 31 December 2015   |  |  |  |
| Our corporate governance statement <sup>2</sup> for the above period above can be found at: <sup>3</sup> These pages of our annual report: |  |  |  |  |
|  | http://www.thinkchildcare.com.au/about/corporate-governence-and-policies |  |  |  |
| The Corporate Governance Statement is accurboard.  | rate and up to date as at 19 February 2016 and has been approved by the  |  |  |  |
| The annexure includes a key to where our corp  | porate governance disclosures can be located.                            |  |  |  |
| Date:  | 18 April 2016  |  |  |  |
| Name of Director or Secretary authorising lodgement:   | Paul Gwilym  |  |  |  |
| Signature  | Modern   |  |  |  |

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

| Corpo | rate Governance Council recommendation  | We have followed the recommendation in full for the whole of the period above. We have disclosed   | <br>ave NOT followed the recommendation in full for the whole e 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 <u>OR</u> ☐ 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.

| 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 $\ldots^4$  |
|-------|---|--|--|
| 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: <ul> <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> </li> </ul> | the fact that we have a diversity policy that complies with paragraph (a):  ☑ in our Corporate Governance Statement OR  ☐ at [insert location]  and a copy of our diversity policy or a summary of it:  ☑ at http://www.thinkchildcare.com.au/about/corporate-governence-and-policies  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>       |

|         |   | 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</li> <li>□ 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]   | □ 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                      |

| Corporat | e Governance Council recommendation   | We have followed the recommendation in full for the whole of the period above. We have disclosed   | <br>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 [insert location] | 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]   | <br>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     |
| PRINCIPI | 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 OR  at [insert location]  | an explanation why that is so in our Corporate Governance<br>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 $\ldots^4$ |
|---------|--|---|---|
| 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 <a href="http://www.thinkchildcare.com.au/about/corporate-governence-and-policies">http://www.thinkchildcare.com.au/about/corporate-governence-and-policies</a> 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   |

| Corporat | e 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 $\dots^4$  |  |
|----------|--|--|---|---|--|
| 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 | E 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. | <ul> <li> our continuous disclosure compliance policy or a summary of it:</li> <li>☑ in our Corporate Governance Statement OR</li> <li>☐ at [insert location]</li> </ul>   |   | an explanation why that is so in our Corporate Governance<br>Statement  |  |
| PRINCIPI | PRINCIPLE 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 <a href="http://www.thinkchildcare.com.au/investors">http://www.thinkchildcare.com.au/investors</a>  |   | 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<br>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 <a href="http://www.thinkchildcare.com.au/about/corporate-governence-and-policies">http://www.thinkchildcare.com.au/about/corporate-governence-and-policies</a> |   | 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<br>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 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. | [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 <a href="http://www.thinkchildcare.com.au/about/corporate-governence-and-policies">http://www.thinkchildcare.com.au/about/corporate-governence-and-policies</a> 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 risk committee or committees that satisfy (a) and the processes we employ for overseeing our risk management framework: | an explanation why that is so in our Corporate Governance Statement  |
| 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.   | in our Corporate Governance Statement OR     at [insert location]      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  |

| 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 $\dots^4$ |
|---------|--|---|--|
| 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  |

|         |   | 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</li> <li>□ 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  in the Company's Annual Report at <a href="http://www.thinkchildcare.com.au/investors">http://www.thinkchildcare.com.au/investors</a>   | <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> |

| Corporat | e Governance Council recommendation  | We have followed the recommendation in full for the whole of the period above. We have disclosed                               | 1 | ve NOT followed the recommendation in full for the whole period above. We have disclosed <sup>4</sup>  |
|----------|--|--|---|--|
| 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]                   |   | an explanation why that is so in our Corporate Governance Statement <u>OR</u> we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable <u>OR</u> we are an externally managed entity and this recommendation is therefore not applicable |
| 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<br>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<br>Statement   |



# **Corporate Governance Statement**

#### 19th February 2016

The Corporate Governance Statement of Think Childcare Limited and its subsidiaries (referred to hereafter as the 'company' or 'Think') was approved by the Board of Directors (the 'Board') on **19<sup>th</sup> February 2016**.

The company has adopted the 3<sup>rd</sup> edition of the ASX Corporate Governance Principles and Recommendations.

#### **Principles/Recommendations**

#### **Compliance by Think**

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

A listed entity should establish and disclose the respective roles and responsibilities of its board and management and how their performance is monitored and evaluated.

#### **Recommendation 1.1**

A listed entity should disclose:

- a) the respective roles and responsibilities of its board and management; and
- those matters expressly reserved to the board and those delegated to management.

In accordance with the Board Charter, the Board has reserved to itself the following specific responsibilities:

- providing leadership and setting the strategic objectives of the company; and overseeing management's implementation of those strategic objectives and performance generally;
- appointing the chair;
- appointing and when necessary replacing the Chief Executive Officer ('CEO');
- approving the appointment and termination of senior executives;
- through the chair, overseeing the role of the company secretary;
- approving strategic and operating budgets and major capital expenditure;
- overseeing the integrity of Think's accounting and corporate reporting systems (including external audit);
- overseeing Think's process for making timely and balanced disclosure;
- ensuring Think has in place an appropriate risk management framework



| Principles/Possmandations   | Compliance by Think   |  |  |
|---|---|--|--|
| Principles/Recommendations  | and setting the risk appetite within which the Board expects management to operate;   |  |  |
|   | <ul> <li>approving Think's remuneration<br/>framework; and</li> </ul>   |  |  |
|   | <ul> <li>monitoring the effectiveness of Think's governance practices.</li> </ul>   |  |  |
|   | The Board has delegated to the CEO and the executive team the authority to manage the day to day affairs of Think and authority to control the affairs of Think in relation to all matters other than those responsibilities reserved to itself in the Board Charter. |  |  |
|   | The Board Charter will be available on the company's website.   |  |  |
| Recommendation 1.2  |   |  |  |
| A listed entity should:   | The Board intends for appropriate checks to be  |  |  |
| a) undertake appropriate checks before appointing a person, or putting forward to security holders a candidate for election as a director; and  | a Board candidate will subsequently be disclosed to Think security holders as part of the election or re-election process of that Board candidate.  |  |  |
| <ul> <li>b) provide security holders with all<br/>material information in its<br/>possession relevant to a decision on<br/>whether or not to elect or re-elect a<br/>director.</li> </ul> |   |  |  |
| Recommendation 1.3  |   |  |  |
| A listed entity should have a written agreement with each director and senior executive setting out the terms of their  | All Think directors and senior executives have entered into written appointment agreements with Think.  |  |  |
| appointment.  | Specifically:   |  |  |
|   | the non-executive directors have each executed a letter of appointment setting out the terms and conditions of their appointment; and   |  |  |
|   | the executive directors and senior<br>executives of Think have entered into<br>employment contracts, setting out the<br>terms and conditions of their employment.   |  |  |
|   |   |  |  |



#### **Compliance by Think**

#### **Recommendation 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. As set out in the Board Charter, the company secretary is accountable directly to the Board, through the chair, on all matters to do with the proper functioning of the Board.

The company secretary is responsible for:

- advising the Board and its committees on governance matters;
- monitoring the Board and committee policy and procedures are followed;
- advising the Board of upcoming reporting timelines within a reasonable timeframe:
- coordinating the timely completion and dispatch of Board and committee papers;
- ensuring the business at Board and committee meetings is accurately captured in the minutes; and
- helping to organise and facilitate the induction and professional development of directors and the company secretary.

#### **Recommendation 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:

Think has a Diversity Policy in place although this does not require setting measurable objectives for achieving gender diversity as the existing management team is stable and experienced, including both men and women, and all decisions about appointments, recruitment and promotion will be made on merit in the best interests of the Company.

The Think Diversity Policy states that Think is committed to ensuring a diverse work environment in which everyone is treated fairly and with respect and where everyone feels responsible for the reputation and performance of Think.



#### **Principles/Recommendations** Compliance by Think the respective proportions of men and women on the board. As at 31 December 2015 the company had the in senior executive positions following proportions of women: and across the whole organisation (including how the Total Female entity has defined "senior Board 4 executive" for these purposes); 8 100% Senior management Education 873 862 99% 2) if the entity is a 'relevant and direct employer' under the Workplace staff Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act. **Recommendation 1.6** A listed entity should: In accordance with the Board Charter, each director's performance will be assessed annually. a) have and disclose a process for The Board (excluding the chair), will conduct the periodically evaluating the review of the chair. performance of the board, its committees and individual directors: In addition, the Audit and Risk Committee Charter sets out when such reviews are to take and place with respect to each Committee. Think b) disclose, in relation to each reporting currently intends to disclose, at the relevant time, period, whether a performance whether such a performance evaluation was evaluation was undertaken in the undertaken in the relevant reporting period. reporting period in accordance with that process. **Recommendation 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.

In accordance with the Board Charter the evaluation of the executive director's performance will be considered by the independent directors. The chair of the Board is responsible for ensuring that senior executive evaluations take place on a regular basis.

Think currently intends to disclose, at the relevant time, whether a performance evaluation of senior executives was undertaken in the relevant reporting period.



# **Principles/Recommendations** Compliance by Think

#### Principle 2: Structure the board to add value

A listed entity should have a board of an appropriate size, composition, skills and commitment to enable it to discharge its duties effectively.

#### **Recommendation 2.1**

The board of a listed entity should:

- a) have a nomination committee which:
  - 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.

Due to the small size of the Board and the company's current level of operations. Think does not have a separate Nomination and Remuneration Committee. All matters usually reserved for a Nomination and Remuneration Committee are to be undertaken by the Board. Where such matters relate to the performance of executive directors, these matters will be considered by the two independent, nonexecutive directors, being Mark Kerr and Andrew Hanson.

## **Recommendation 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.

The Board has not, at this time, adopted a board skills matrix. However, as set out in the Board Charter, Think will seek to have directors with an appropriate range of skills, experience and expertise and an understanding of and competence to deal with current and emerging issues of the business. In addition, Think's succession plans are designed to maintain an

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| Principles/Recommendations   | Compliance I  | by Think   |
|--|---|--|
|  | appropriate balance of skills expertise on the Board.   | s, experience and  |
| Recommendation 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> | Mark Kerr and Andrew Han the Board to be independen   |  |
|  | Refer to 'Information on dire<br>directors' report of the annu-<br>and relevant experience an   | al report for the skills   |
|  | The Board will regularly assindependence of each direct interests disclosed by them be made at least annually at that the Board considers cat to the Board, and each inderequired to provide the Board information for this purpose   | ctor in light of the . That assessment will at, or around the time, andidates for election ependent director is rd with all relevant |
|  | If the Board determines that independent status has chat determination will be disclostimely fashion.   | inged, that  |
|  | The directors and their apportion follows:  | ointment date is as  |
|  | Director Mark Kerr Mathew Edwards Paul Gwilym Andrew Hanson   | Appointment date 21 July 2014 21 July 2014 21 July 2014 16 September 2014  |
| Recommendation 2.4   |   |  |
| A majority of the board of a listed entity should be independent directors.  | The Board is presently balanced between independent and non-independent directors. Out of the four Board members, Mark Kerr and Andrew Hanson are each considered to be independent directors; are not members of management and are free of any business or other relationship that could materially interfere with, or could reasonably be perceived to interfere with, the independent exercise of their judgement. They each hold less than five per cent of share capital in the company and have not worked in an executive capacity for the company or an associated company for at least three years. |  |



| Principles/Recommendations   | Compliance by Think  |  |
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| Recommendation 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 chair of the Board is Mark Kerr, who is an independent, non-executive director.  The CEO is Mathew Edwards.  |  |
| Recommendation 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. | In accordance with the Board Charter, the directors will be expected to participate in any induction or orientation programs on appointment, and any continuing education or training arranged for them.  The company secretary will help to organise ar facilitate the induction and professional development of directors. |  |
| Principle 3: Act ethically and responsibly   |  |  |

A listed entity should act ethically and responsibly.

#### **Recommendation 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

The Board has adopted a Code of Conduct which sets out the values, commitments, ethical standards and policies of Think and outlines the standards of conduct expected of Think's business and people, taking into account Think's legal and other obligations to its stakeholders

The Code of Conduct applies to all directors, as well as all officers, employees, contractors, consultants, other persons that act on behalf of Think, and associates of Think.

The Code of Conduct will be available on the Think website.

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

A listed entity should have formal and rigorous processes that independently verify and safeguard the integrity of its corporate reporting.

#### **Recommendation 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

The Board has established an Audit and Risk Committee. This Committee is responsible for, amongst other things, appointing the company's external auditors and overseeing the integrity of

Corporate Governance statement | page 7



### 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.

#### **Compliance by Think**

the company's financial reporting systems and financial statements.

Due to the small size of the Board and the company's current level of operations, the Audit and Risk Committee currently has only two independent, non-executive directors, being Andrew Hanson (chair) and Mark Kerr.

The Audit and Risk Committee Charter is available on the Think website

The relevant qualifications and experience of Andrew Hanson and Mark Kerr has been disclosed the 'Information of directors' section of the directors' report.

Think currently intends that it will disclose, at the relevant time, the number of times the Audit and Risk Committee met, and the attendance at those meetings, at the end of each relevant reporting period. Refer to 'Meeting of directors' section of the directors' report of the annual report.

#### **Recommendation 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 Board has a process to receive written assurances from its CEO and CFO that the declarations that will be provided under section 295A of the Corporations Act 2001 are founded on a system of risk management and internal control and that the system is operating in all material respects in relation to financial reporting

The Board will seek these assurances prior to approving the annual financial statements for all half year and full year results that follow.

#### **Recommendation 4.3**

A listed entity that has an AGM should ensure that its external auditor attends its In accordance with the Think Shareholder Communications Policy, there is a requirement

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| Principles/Recommendations   | Compliance by Think  |  |
|--|--|--|
| AGM and is available to answer questions from security holders relevant to the audit.  | that the external auditor will attend the AGM and be available to answer questions about the conduct of the audit and the preparation and content of the auditor's report. |  |
| Principle 5: Make timely and balanced disclosure   |  |  |
| A listed entity should make timely and balanced disclosure of all matters concerning it that a reasonable person would expect to have a material effect on the price or value of its securities. |  |  |

#### **Recommendation 5.1**

A listed entity should:

- 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.

The Board has adopted Continuous Disclosure and Shareholder Communications Policies, which set out Think's commitment to the objective of promoting investor confidence and the rights of security holders by:

- complying with the continuous disclosure obligations imposed by law;
- ensuring that the company announcements are presented in a factual, clear and balanced way;
- ensuring that all security holders have equal and timely access to material information concerning Think; and
- communicating effectively with security holders and making it easy for them to participate in general meetings.

The Continuous Disclosure and Shareholder Communications Policies is available on Think's website.

#### Principle 6: Respect the rights of security holders

A listed entity should respect the rights of its security holders by providing them with appropriate information and facilities to allow them to exercise those rights effectively.

| Information and racilities to allow them to exercise those rights effectively.                           |  |
|--|--|
| Recommendation 6.1   |  |
| A listed entity should provide information about itself and its governance to investors via its website. | Information concerning Think and its governance practices is available on Think's website.   |
| Recommendation 6.2   |  |
| A listed entity should design and implement an investor relations program to facilitate                  | The Board has adopted Continuous Disclosure and Shareholder Communications Policies which supports its commitment to effective communication with its security holders. In |

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| <b>Principles/Recommendations</b>  | Compliance by Think  |  |
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| effective two-way communication with investors.  | addition, Think intends to communicate with its security holders:  |  |
|  | by making timely market announcements;   |  |
|  | <ul> <li>by posting relevant information on to its website;</li> </ul>   |  |
|  | <ul> <li>by inviting security holders to make direct<br/>inquiries to Think; and</li> </ul>  |  |
|  | through the use of general meetings.   |  |
| Recommendation 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.                    | Think security holders are encouraged to attend general meetings, and notice of such meetings will be given in accordance with the Think constitution, the Corporations Act 2001, and the ASX Listing Rules.                                 |  |
|  | As set out in the Think constitution, security holders may:  |  |
|  | attend meetings in person;   |  |
|  | <ul> <li>appoint a proxy, attorney or<br/>representative to vote on their behalf; or</li> </ul>  |  |
|  | at the directors' determination, directly vote on the resolution(s) proposed at the relevant meeting.  |  |
| Recommendation 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. | Think security holders may elect to receive information from Think and its registry electronically. Otherwise, Think and its registry will communicate by post with shareholders who have not elected to receive information electronically. |  |
| Principle 7: Recognise and manage risk   |  |  |
| A listed entity should establish a sound risk effectiveness of that framework.   | management framework and periodically review the   |  |
| Recommendation 7.1   |  |  |
| The board of a listed entity should:   | The Board has established an Audit and Risk Committee to, amongst other things, ensure   |  |



- a) have a committee or committees to oversee risk, each of which:
  - has at least three members, a majority of whom are independent directors; and
  - is chaired by an independent director,

and disclose:

- 3) the charter of the committee:
- 4) the members of the committee; and
- 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.

#### **Compliance by Think**

Think has an effective risk management system in place and to manage key risk areas.

As mentioned above, the Audit and Risk Committee is currently comprised of two independent, non-executive directors, being, Andrew Hanson and Mark Kerr.

The chair of the Audit and Risk Committee is Andrew Hanson, who is an independent director.

Think currently intends that it will disclose, at the relevant time, the number of times the Audit and Risk Committee met, and the attendance at those meetings, at the end of each reporting period. Refer to 'Meeting of directors' section of the directors' report of the annual report.

The Audit and Risk Committee Charter will be available on Think's website.

#### **Recommendation 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.

In accordance with the Board Charter, the Board will ensure that Think has in place an appropriate risk management framework and will set the appetite within which the Board expects management to operate.

Further, the Audit and Risk Committee Charter provides that the Audit and Risk Committee will, among other things, regularly review and update the risk profile and ensure that Think has an effective risk management system.

As part of this process, the Board will review, at least annually, Think's risk management framework in order to satisfy itself that it continues to be sound.



#### **Principles/Recommendations** Compliance by Think **Recommendation 7.3** A listed entity should disclose: Think does not at this time, have an internal audit function. However, as set out in the Audit and a) if it has an internal audit function, Risk Committee Charter, the Audit and Risk how the function is structured and Committee has responsibility to ensure that Think what role it performs: or has appropriate internal audit systems and b) if it does not have an internal audit controls in place, and for overseeing the function, that fact and the processes effectiveness of these internal controls. The Audit it employs for evaluating and and Risk Committee is also responsible for continually improving the conducting investigations of breaches or potential breaches of these internal controls. effectiveness of its risk management and internal control processes. In addition, the Audit and Risk Committee is responsible for preparing a risk profile which describes the material risks facing Think, regularly reviewing and updating this risk profile. and assessing and ensuring that there are internal controls in place for determining and managing key risks. **Recommendation 7.4** A listed entity should disclose whether it has As set out in the IPO Prospectus, Think is subject any material exposure to economic, to risk factors that are both specific to its environmental and social sustainability risks business activities and that are of a more general and, if it does, how it manages or intends to nature. Specific risks disclosure is included in manage those risks. section 5 of the IPO Prospectus available on Think's website. Principle 8: Remunerate fairly and responsibly A listed entity should pay director remuneration sufficient to attract and retain high quality directors and design its executive remuneration to attract, retain and motivate high quality senior executives and to align their interests with the creation of value for security holders. **Recommendation 8.1** The board of a listed entity should: Think does not have a remuneration committee.

- a) have a remuneration committee which:
  - has at least three members, a majority of whom are independent directors; and
  - is chaired by an independent director,

and disclose:

3) the charter of the committee:

The Board is responsible for developing, reviewing and making recommendations on:

- Think's remuneration framework for directors, including the process by which any pool of directors fees approved by security holders is allocated to directors;
- the remuneration packages to be awarded to senior executives;

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- 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.

#### **Compliance by Think**

- equity based remuneration plans for senior executives and other employees; and
- superannuation arrangements for directors, senior executives and other employees.

#### **Recommendation 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.

The policies regarding remuneration of nonexecutive directors and the remuneration and employment arrangements of executive directors is disclosed in the Annual Report for the year ended 31 December 2015.

#### **Recommendation 8.3**

A listed entity which has an equity-based remuneration scheme should:

- 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.

Under Think's Securities Trading Policy, certain designated persons are prohibited from entering into transactions or arrangements with anyone which could have the effect of limiting their exposure to risk relating to an element of their remuneration that:

- has not vested; or
- has vested but remains subject to a holding lock.

In addition, Think has a policy relating to certain designated persons prohibiting entering into margin lending arrangements relating to Think's shares, prohibiting short term or speculative trading in Think's shares or in financial products associated with Think's securities and prohibiting dealing in financial products associated with Think's securities.



| Principles/Recommendations | Compliance by Think  |
|----------------------------|--|
|                            | The Think Securities Trading Policy is available on the Think website. |

The company is in the process of updating its website www.thinkchildcare.com.au, where all the policies and governance documentation will be made available.

The IPO Prospectus is available at the following website: <a href="www.thinkchildcareandeducation.com">www.thinkchildcareandeducation.com</a>.