



Corporate Governance Statement

Nido Education Limited CAN 650 967 703 (Company)



Corporate Governance Statement

Under ASX Listing Rule 4.10.3, ASX listed entities are required to benchmark their corporate governance practices against the ASX Corporate Governance Council Corporate Governance Principles and Recommendations (4th edition) (ASX Recommendations) and, where they do not conform, to disclose that fact and the reasons why. The ASX Recommendations are not prescriptions, but guidelines, and listed entities are entitled to not adopt a particular recommendation if it considers it inappropriate in the context of the business.

On listing, Nido Education Limited (Nido or Company) will comply with the ASX Recommendations. However, Nido may depart from the ASX Recommendations in the future if it considers such a departure would be reasonable or necessary.

Rec. no. / topic	ASX Recommendation	Compliance / intent to comply	Reason for non-compliance
PRINCIPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT			
1.1 / Board Charter	A listed entity should have and disclose a board charter setting out: (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.	Yes The Board Charter is available on the Company's website at: https://nidoeducation.edu.au/corporate-governance/	N/A
1.2 / Appointment of directors and senior managers	A listed entity should: (a) undertake appropriate checks before appointing a director or senior executive or putting someone forward 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.	Yes The Company intends for appropriate checks to be undertaken in relation to potential Board candidates and senior executives. Any material information concerning a Board candidate will subsequently be disclosed to the Company's security holders as part of the election or re-election process of that Board candidate.	N/A

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1.3 / Letters of Appointment	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	Yes All directors and senior executives have entered into written appointment agreements with the Company.	N/A
1.4 / Company Secretary	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.	Yes The company secretary is accountable directly to the Board, through the chair, on all matters to do with the proper functioning of the Board.	N/A
1.5 / Diversity	<p>A listed entity should:</p> <ul style="list-style-type: none"> (a) have and disclose a diversity policy; (b) through its board or a committee of the board set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and (c) disclose in relation to each reporting period: <ul style="list-style-type: none"> (1) the measurable objectives set for that period to achieve gender diversity; (2) the entity's progress towards achieving those objectives; and (3) either: <ul style="list-style-type: none"> (A) the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes); or (B) 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. <p>If the entity was in the S&P / ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.</p>	Yes The Diversity Policy is available on the Company's website at: https://nidoeducation.edu.au/corporate-governance/	N/A

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1.6 / Evaluation of Board	<p>A listed entity should:</p> <p>(a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and</p> <p>(b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.</p>	<p>Yes</p> <p>In accordance with the Board Charter and the Company's Nomination and Remuneration Committee Charter, the performance of the Board, its committees and each director's performance will be assessed annually by the Nomination and Remuneration Committee.</p> <p>The Nomination and Remuneration Committee Charter is available on the Company's website at: https://nidoeducation.edu.au/corporate-governance/</p>	N/A
1.7 / Evaluation of Senior Executives	<p>A listed entity should:</p> <p>(a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and</p> <p>(b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.</p>	<p>Yes</p> <p>In accordance with the Nomination and Remuneration Committee Charter, the performance of the Company's senior executives will be assessed annually by the Nomination and Remuneration Committee.</p> <p>The Nomination and Remuneration Committee Charter is available on the Company's website at: https://nidoeducation.edu.au/corporate-governance/</p>	N/A

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PRINCIPLE 2 – STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE			
2.1 / Nomination Committee	<p>The board of a listed entity should:</p> <p>(a) have a nomination committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(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</p> <p>(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.</p>	<p>Yes</p> <p>The Nomination and Remuneration Committee Charter is available on the Company's website at: https://nidoeducation.edu.au/corporate-governance/</p>	N/A
2.2 / Board skills matrix	<p>A listed entity should have and disclose a board skills matrix setting out the mix of skills that the board currently has or is looking to achieve in its membership.</p>	<p>Yes</p> <p>The Board skills matrix is set out at Annexure A to this Corporate Governance Statement.</p>	N/A
2.3 / Independence of directors	<p>A listed entity should disclose:</p> <p>(a) the names of the directors considered by the board to be independent directors;</p> <p>(b) if a director has an interest, position, affiliation or relationship of the type described in Box 2.3 of the ASX Recommendations but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position or relationship in question and an explanation of why the board is of that opinion; and</p> <p>(c) the length of service of each director.</p>	<p>Yes</p> <p>Details of the Independent Directors are set out on the Company's website at: https://nidoeducation.edu.au/company-board/</p>	N/A

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2.4 / Board composition	A majority of the board of a listed entity should be independent directors.	Yes The Board presently consists of three independent and one non-independent director. Details of the Directors are set out on the Company's website at: https://nidoeducation.edu.au/company-board/	N/A
2.5 / Chair	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.	Yes	N/A
2.6 / Induction and professional development	A listed entity should have a program for inducting new directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.	Yes	N/A
PRINCIPLE 3 - INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY			
3.1 / Disclosure of values	A listed entity should articulate and disclose its values.	Yes The Company's values are included in its Code of Conduct which is available on the Company's website at: https://nidoeducation.edu.au/corporate-governance/	N/A
3.2 / Code of Conduct	A listed entity should: (a) have and disclose a code of conduct for its directors, senior executives and employees; and (b) ensure that the board or a committee of the board is informed of any material breaches of that code.	Yes The Company's Code of Conduct is available on the Company's website at: https://nidoeducation.edu.au/corporate-governance/	N/A
3.3 / Whistleblower Policy	A listed entity should: (a) have and disclose a whistleblower policy; and (b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.	Yes The Company's Whistle Blower Policy is available on the Company's website at: https://nidoeducation.edu.au/corporate-governance/	N/A

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3.4 / Anti-Bribery and Corruption Policy	<p>A listed entity should:</p> <ul style="list-style-type: none"> (a) have and disclose an anti-bribery and corruption policy; and (b) ensure that the board or committee of the board is informed of any material breaches of that policy. 	<p>Yes</p> <p>The Company's Anti-bribery, Fraud and Corruption Policy is available on the Company's website at: https://nidoeducation.edu.au/corporate-governance/</p>	N/A

PRINCIPLE 4 – SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS

4.1 / Audit Committee	<p>The board of a listed entity should:</p> <ul style="list-style-type: none"> (a) have an audit committee which: <ul style="list-style-type: none"> (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: <ul style="list-style-type: none"> (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. 	<p>Yes</p> <p>The Company has an established Audit, Risk and Compliance Committee. The Audit and Compliance Committee Charter is available on the Company's website at: https://nidoeducation.edu.au/corporate-governance/</p>	N/A
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4.2 / Financial Statements	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.	Yes	N/A
4.3 / Financial Statements	A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.	Yes	N/A
PRINCIPLE 5 – MAKE TIMELY AND BALANCED DISCLOSURE			
5.1 / Continuous disclosure policy	A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	<p>Yes</p> <p>The Company has adopted a Market Disclosure Policy to ensure that the Company complies with its continuous disclosure obligations.</p> <p>The Market Disclosure Policy is available on the Company's website at: https://nidoeducation.edu.au/corporate-governance/</p>	N/A

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5.2 / Continuous disclosure practices	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	Yes	N/A
5.3 / Continuous disclosure practices	A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.	Yes	N/A
PRINCIPLE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS			
6.1 / Information on website	A listed entity should provide information about itself and its governance to investors via its website.	Yes	N/A
6.2 / Investor relations program	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	<p>Yes</p> <p>The Board has adopted a Market Disclosure Policy and a Shareholder Communications Policy which supports its commitment to effective communication with its security holders.</p> <p>In addition, the Company communicates with its security holders:</p> <ul style="list-style-type: none"> • by making timely market announcements; • by posting relevant information on to its website; • by inviting security holders to make direct inquiries to Company; and • through the use of general meetings. <p>The Market Disclosure Policy and the Shareholder Communications Policy are available on the Company's website at: https://nidoeducation.edu.au/corporate-governance/</p>	N/A
6.3 / Participation at meetings of security holders	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	<p>Yes</p> <p>The Company's security holders are encouraged to attend general meetings and notice of such meetings will be given in accordance with the Company's Constitution, the Corporations Act and the ASX Listing Rules.</p>	N/A

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		Please see the Company's Shareholder Communications Policy available on the Company's website at: https://nidoeducation.edu.au/corporate-governance/ .	
6.4 / Resolutions decided on a poll	A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.	Yes	N/A
6.5	A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	Yes	N/A
PRINCIPLE 7 – RECOGNISE AND MANAGE RISK			
7.1 / Risk management framework	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.	Yes The Company has an established Audit, Risk & Compliance Committee. The Audit and Compliance Committee Charter is available on the Company's website at: https://nidoeducation.edu.au/corporate-governance/	N/A
7.2 / Annual risk review	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 that the entity is operating with due regard to the risk appetite set by the board; and	Yes	N/A

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7.3 / Internal audit	<p>(b) disclose, in relation to each reporting period, whether such a review has taken place.</p> <p>A listed entity should disclose:</p> <p>(a) if it has an internal audit function, how the function is structured and what role it performs; or</p> <p>(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 governance, risk management and internal control processes.</p>	<p>Yes</p> <p>The Company does not at this time, have an internal audit function. However, as set out in the Audit and Compliance Committee Charter, the Audit, Risk & Compliance Committee has responsibility to ensure that the Company has appropriate internal audit systems and controls in place, and for overseeing the effectiveness of these internal controls.</p>	N/A
PRINCIPLE 7 – RECOGNISE AND MANAGE RISK			
7.4 / Environmental and social risks	A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.	<p>Yes</p> <p>As set out in the Company's IPO Prospectus the Company is subject to risk factors that are both specific to its business activities and that are of a more general nature.</p> <p>Specific risks disclosure is included in section 5 of the IPO Prospectus available on the Company's website at: https://ndoipo.computersharecas.com.au/offer/</p>	N/A

Rec. no. / topic	ASX Recommendation	Compliance / intent to comply	Reason for non-compliance
PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY			
8.1 / Remuneration of directors and management	<p>The board of a listed entity should:</p> <p>(a) have a remuneration committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(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</p> <p>(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.</p>	<p>Yes</p> <p>The Board of the Company has established a Nomination and Remuneration Committee.</p> <p>The Nomination and Remuneration Committee Charter is available on the Company's website at: https://nidoeducation.edu.au/corporate-governance/</p>	N/A
8.2 / Remuneration of directors and management	<p>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.</p>	<p>Yes</p> <p>The Nomination and Remuneration Committee Charter is available on the Company's website at: https://nidoeducation.edu.au/corporate-governance/</p>	N/A
8.3	<p>A listed entity which has an equity-based remuneration scheme should:</p> <p>(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</p> <p>(b) disclose that policy or a summary of it.</p>	<p>Yes</p> <p>The Company's Trading Policy is available on the Company's website at: https://nidoeducation.edu.au/corporate-governance/</p>	N/A

ADDITIONAL RECOMMENDATIONS THAT APPLY ONLY IN CERTAIN CASES			
9.1	A listed entity with a director who does not speak the language in which board or security holder meetings are held or key corporate documents are written should disclose the processes it has in place to ensure the director understands and can contribute to the discussions at those meetings and understands and can discharge their obligations in relation to those documents.	N/A	N/A
9.2	A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.	N/A	N/A
9.3	A listed entity established outside Australia, and an externally managed 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.	N/A	N/A
ADDITIONAL DISCLOSURES APPLICABLE TO EXTERNALLY MANAGED LISTED ENTITIES			
-	<p><i>Alternative to Recommendation 1.1 for externally managed listed entities:</i> The responsible entity of an externally managed listed entity should disclose:</p> <p>(a) the arrangements between the responsible entity and the listed entity for managing the affairs of the listed entity; and</p> <p>(b) the role and responsibility of the board of the responsible entity for overseeing those arrangements.</p>	N/A	N/A
-	<p><i>Alternative to Recommendations 8.1, 8.2 and 8.3 for externally managed listed entities:</i> An externally managed listed entity should clearly disclose the terms governing the remuneration of the manager.</p>	N/A	N/A



Corporate Governance Statement

Annexure A – Board Skills Matrix

The Board skills matrix below represents some of the key skills that our Board has identified as particularly valuable to the effective oversight of the Company and the execution of our strategy. This matrix highlights the depth and breadth of skills on the Board.

Industry Knowledge, Skills and Experience	developed capability or competency
Board of Directors Experience Substantial Board experience in a large organisation, with proven track record of leadership.	4 of 4
Public Company Board Experience Substantial Board experience in a publicly listed company with proven track record of leadership.	3 of 4
Specific Childcare Industry Experience Extensive experience in the childcare industry, including a strong understanding of and experience with childcare operations.	2 of 4
Specific Property Investment Industry Experience Strong understanding and experience in evaluating property investment proposals.	0 of 4
Knowledge of sector Experience in some or all of the markets or services which are directly relevant to the organisation or experience relevant to the operation of marketing of such services.	3 of 4
Governance Experience Knowledge, experience and commitment to governance issues, including the legal, compliance and regulatory environment applicable to listed entities or large complex organisations.	3 of 4
Knowledge or broad public policy direction Experience in assessing the impact of public and regulatory matters on the organisation.	3 of 4
Understanding of government legislative process Relevant experience and capability in dealing with government policy matters at an executive level.	4 of 4
Technical Knowledge, Skills and Experience	
Accounting Qualifications or relevant accounting experience.	1 of 4
Finance Relevant experience and capability to evaluate and oversee financial statements and understand key financial drivers of the business, bringing understanding of corporate finance and experience to evaluate the adequacy of financial risk and controls.	2 of 4
Law Qualifications or relevant legal experience.	1 of 4
Marketing Commercial and business experience to evaluate and oversee marketing objectives and plans.	2 of 4
Information Technology Experience in overseeing the use of information technology infrastructure to drive competitive strategy, innovation, revenue growth and business performance.	2 of 4
Public Relations Commercial and business experience in developing and overseeing strong customer- focused culture in large complex organisations.	1 of 4
Risk Management Able to identify key risks (both financial and non- financial) and emerging risks to the organisation. Experience with risk management frameworks and controls, setting risk appetites, and monitoring the effectiveness of risk management frameworks and practices.	2 of 4
Human Resource Management Ability to assess senior management and experience in assessing remuneration frameworks, human resource management, organisational change and monitoring corporate change.	2 of 4
CEO/Senior Management Successful career as senior executive in a publicly listed company or large organisation, with proven track record of leadership.	3 of 4

Strategy Development and Implementation Experience in assessing and testing strategic objectives, business plans and financial performance and constructively questioning business plan and implementing strategies.	4 of 4
Gender Diversity	
Male Directors	3
Female Directors	1
Board tenure	
0-10 years	1
10-15 years	0
15-20 years	1
30+ years	2