



G8 Education^{ltd}

G8 Education Limited ABN: 95 123 828 553





Our Corporate Governance Approach

We are pleased to present our 2025 Corporate Governance Statement which outlines the corporate governance framework and practices of G8 Education Limited.

At G8 Education Limited (**G8 Education**) we recognise that our governance framework and the way that we do business is critical to earn and maintain the trust of our stakeholders, including our families, team members, shareholders and the communities in which we operate.

The Board of Directors of G8 Education (**Board**, with each member of the Board being a **Director**) and G8 Education's Executive Management Team (**Management**) are committed to achieving the highest standards of corporate governance and business conduct. We see this commitment as fundamental to our Purpose to nurture the greatness in every child to grow, thrive and learn.

This 2025 Corporate Governance Statement is current as at 23 February 2026 and has been approved by the Board of G8 Education and lodged with the ASX, together with its accompanying Appendix 4G.

Compliance with ASX Governance Recommendations

Under Listing Rule 4.10.3, G8 Education is required to provide a statement in its annual report disclosing the extent to which it has followed the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th Edition) (**ASX Governance Recommendations**) in the reporting period. G8 Education confirms that it has complied with the ASX Governance Recommendations for the period commencing 1 January 2025 to 31 December 2025.

G8 Education's Corporate Governance Statement, which applies to G8 Education and its subsidiaries (**Group**), is structured with reference to the ASX Governance Recommendations as set out below.





Principle 1 ASX Governance Recommendations

Lay solid foundations for management and oversight

The Board guides and monitors the business and affairs of G8 Education on behalf of the shareholders. The Board is elected by, and is accountable to, the shareholders.

The Board is responsible to the shareholders for the performance of the Group and seeks to balance sometimes competing objectives in the best interests of the Group as a whole.

The Board's role is to ensure that:

- the business objectives of G8 Education are aligned with the expectations of shareholders and its other stakeholders, as appropriate;
- those business objectives are clearly communicated; and
- the operations of G8 Education are being managed in a manner that is focused on those business objectives, while conforming to regulatory and ethical requirements.

The key responsibilities of the Board include:

- demonstrating leadership and oversight of the effective management and control of G8 Education, including the composition, performance and remuneration of Management and ensuring Management is aligned with G8 Education's purpose, vision, values and strategic objectives
- defining G8 Education's purpose, vision and values and setting and reviewing its strategic objectives
- monitoring and influencing G8 Education's corporate culture, reputation, ethical standards and legal compliance and overseeing the corporate governance framework and the key supporting policies governing G8 Education, including its Code of Conduct
- approval and monitoring of key budgets, business plans, financial statements and financial policies
- overseeing capital management initiatives, including approving dividend payments, share issues, buy-backs and returns of capital
- approval of all material transactions including major new investments, capital expenditure, acquisitions and divestments and capital management initiatives as proposed by Management
- establishment, promotion and maintenance of proper processes and controls to maintain the integrity of financial accounting, financial records and reporting
- development and implementation of key corporate policies, procedures and controls as necessary to establish a risk aware culture and to ensure appropriate standards of accountability, risk management, corporate governance and responsibility and ethical and legal compliance
- establishment, promotion and maintenance of a proper risk management framework to ensure risks are identified and reported by management to the Board in a timely manner

- appointment and removal of the Managing Director, Chief Executive Officer, Chief Financial Officer, Company Secretary and Chair of the Board
- oversight of the adequacy of managerial resources to ensure there is adequate depth of resources and appropriate succession planning
- monitoring the performance of Management and the implementation of strategy and corporate plans, including holding Management to account
- considering the environmental and social impact of the G8 Education's activities, climate related risk and opportunities and the associated corporate and climate-related disclosures or reporting
- ensuring that shareholders receive high quality, relevant and accurate information in a timely manner and that investors generally are able to trade in G8 Education (ASX:GEM) securities in a market which is efficient, competitive and informed
- satisfying itself that the G8 Education's remuneration policies are aligned with G8 Education's purpose, values, strategic objectives and risk appetite

The relationship between the Board and Management is critical to the Group's long-term success. Day-to-day management of the Group's affairs and the implementation of the strategy and policy initiatives are formally delegated by the Board to the Managing Director subject to agreed authority limits and matters expressly reserved to the Board.

All Directors and Management enter into a written agreement upon commencement with G8 Education which sets out the terms of their appointment.

Chair, Managing Director and Company Secretary

The Chair is responsible for leading the Board, ensuring Directors are properly briefed in all matters relevant to their role and responsibilities, facilitating Board discussions and managing the Board's relationship with Management.

In accepting the position, the Chair has acknowledged the significant time commitment that will be required and has confirmed that other positions will not hinder their effective performance in the role of Chair. The Chair is an independent Director.

The Managing Director is responsible for executing Board approved strategy and ensuring day-to-day management and operation of the Group is in accordance with policies and procedures adopted by the Board.

The Company Secretary is accountable directly to the Board through the Chair on all matters relating to the proper functioning of the Board.





Principle 1

Lay solid foundations for management and oversight

Director Appointment and Elections

Except in the case of the Managing Director, a newly appointed Director must stand for election at the next Annual General Meeting following their appointment and must stand for re-election at the third Annual General Meeting following their election. A recommendation that the Board supports an existing Director standing for re-election is not automatic. Potential candidates for the Board, as well as Directors standing for re-election, are assessed considering a number of factors, including but not limited to:

- skills, experience, personal qualities and attributes that will best complement the skill set and characteristics of existing Directors and enhance Board effectiveness
- diversity of Board composition
- the capacity to devote the necessary time and commitment to the role
- potential conflicts of interest and independence

The Notice of Annual General Meeting each year sets out the Board's assessment of these matters for each Director standing for re-election, as may be relevant. Appropriate checks, including relating to character, experience, criminal record and bankruptcy are also performed before any potential candidate is appointed to the Board, employed as a member of Management or recommended to shareholders as a candidate for election.

Board Performance Assessment

The Board undertakes an annual review of its collective and individual performance and the performance of the Chair and its Committees. In early 2024, a Board-appointed independent consultant completed a detailed external performance review. The Board developed an action plan based on this review and individual performance review discussions were completed with each director. The actions identified in the plan were completed in 2025. An internal Board performance review was further completed in September 2025 utilising board management software (which included external benchmarking). The Board has reviewed the findings of the review and has developed an action plan based on the results of the review and individual performance review discussions completed with each director. The Board is monitoring progress against that plan. In addition to the internal performance review, the Board has reviewed and confirmed its skills matrix during 2025. See Principle 2 for further details.

Management Performance Reviews

The Group has developed a process for annual appraisal of its Management measuring performance, including contribution to the overall success of the business.

The appraisal is designed to measure success in achieving objectives set for the past 12 months and to set objectives for the next 12 months. During the period, the Board conducted a performance review of the Chief Executive Officer in February 2025 and a half yearly review in August 2025. The Chief Executive Officer conducts a performance review in respect of Management employed at the time in December each year, reflecting on performance in the prior year and goals for the coming year.

Diversity, Inclusion & Belonging

Supported by its Diversity, Inclusion & Belonging Policy, G8 Education values diversity and inclusion, recognising the benefits it can bring to the organisation's ability to achieve its goals. The Board is required to establish measurable objectives for achieving diversity and to annually assess both the objectives and progress in achieving them.

The Diversity, Inclusion & Belonging Policy was most recently updated in January 2026 and can be found at www.g8education.edu.au/investor-information/corporate-governance or by contacting the Registered Office.

Gender Diversity Objectives

In early 2025 the Board set measurable objectives for gender diversity for 2025, which are detailed in the table below:



To maintain at least equal female to male representation for Non-Executive Directors on the Board.



To maintain at least equal female to male representation in Management, excluding the Chief Executive Officer.

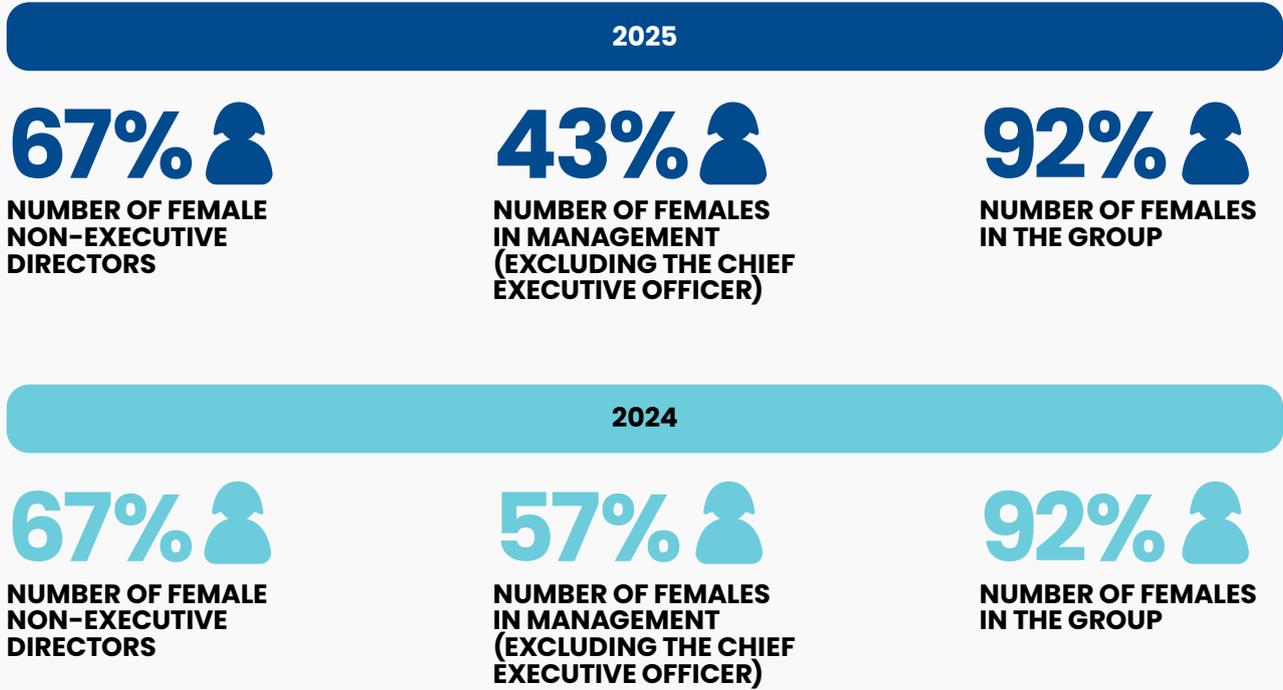


Principle 1

Lay solid foundations for management and oversight

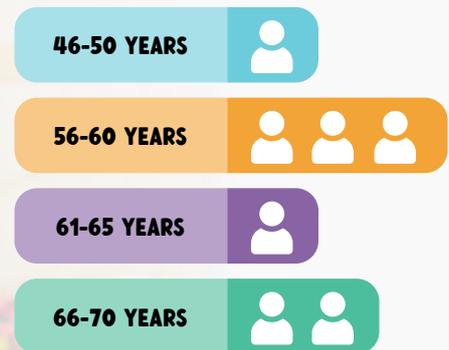
Gender Diversity Progress

The diagram below shows G8 Education's progress against its objectives.



Diversity of Age

The diagram below demonstrates the diversity of age of the Board of Directors:





Principle 2

Structure the Board to be effective and add value

The Board regularly reviews its composition, skills and succession plans to ensure it aligns with G8 Education’s Strategic Plan.

Board Composition

The Board is comprised of both Executive and Non-Executive Directors. On appointment to the Board, all Non-Executive Directors complete an induction and enter into a service agreement with G8 Education. The agreement summarises the Board policies and other relevant terms, including remuneration, applicable to the office of Director.

Non-Executive Directors bring perspective to the Board’s consideration of strategic, risk and performance matters and are best placed to exercise independent judgement, review and constructively challenge the performance of Management.

The Chair is elected by the Board and is required to meet regularly with Management. The Board establishes measurable Board diversity objectives which are assessed, including progress against the objectives, annually. G8 Education maintains a mix of Directors on the Board from different backgrounds with complementary skills and experience.

The Board is required to undertake an annual Board performance review and consider the appropriate mix of skills required by the Board to maximise its effectiveness and its contribution to the Group.

The Board seeks to ensure that:

- at any point in time, its members represent an appropriate balance between Directors with experience and knowledge of the Group and Directors with an external or fresh perspective
- the size of the Board is conducive to effective discussion and efficient decision-making.

Board Skills Matrix

The Nomination Committee maintains a Board Skills Matrix setting out the mix of skills, experience, knowledge and diversity that the Board currently has and is looking to achieve in its composition. The Nomination Committee also oversees the professional development of Directors to ensure that identified skill sets are strengthened and deepened.

The experience and skills held by the Directors on the Board are set out below. Following the most recent Board skills review conducted in November 2025, the Board identified that the main areas in which the Board could continue to benefit from external advisory services was education, digital, accounting and corporate finance skills. The Board was otherwise satisfied with the breadth of applicable skills held collectively by the Directors.

Capability assessment

Core Sector Skills & Knowledge

| | |
|--|---------------------|
| Family and children’s needs in early childhood | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |
| Early childhood education & care sector | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |
| Education theory and practice | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |
| Safety and Regulatory Compliance | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |

Leadership oversight

| | |
|------------------------------|---------------------|
| CEO and leadership oversight | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |
| Talent and remuneration | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |

Strategy and transformation

| | |
|-----------------------------------|---------------------|
| Strategy and planning | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |
| Change and major project delivery | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |
| Digital and transformation | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |

Finance and accounting

| | |
|------------------------------------|---------------------|
| Accounting and financial reporting | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |
| Corporate finance | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |

Governance, risk and legal

| | |
|------------------|---------------------|
| Risk management | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |
| Legal | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |
| Board leadership | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |

Functional oversight

| | |
|--------------------------------------|---------------------|
| People & Culture | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |
| Brand and marketing | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |
| Operations management and leasing | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |
| Technology and data | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |
| Communications and corporate affairs | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |
| Sustainability | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |
| Government relations | ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ |

■ Expert ■ Advanced ■ General



Principle 2

Structure the Board to be effective and add value

Board Members

Details of the members of the Board, their experience, expertise, qualifications, length of service and independence status are set out in the Directors' Report, on pages 20-23 of the 2025 Annual Report.

Directors Independence

During 2025 the Board was comprised of 7 Directors, all of whom are Non-Executive Directors, except for the Chief Executive Officer. All Non-Executive Directors (D Singh, J Cogin, A Thornton, P Trimble, M Zabel and S Heath) are considered independent under the principles set out below.

The Board has adopted specific principles in relation to Directors' independence which replicate the ASX Governance Recommendations. In particular, examples of interests, positions and relationships that might raise issues about the independence of a Director of an entity include if the Director:

- is, or has been, employed in an executive capacity by the Group and there has not been a period of at least three years between ceasing such employment and serving on the Board
- receives performance-based remuneration (including options or performance rights) from, or participates in an employee incentive scheme of the Group

- is, or has been within the last three years, in a material business relationship (e.g. as a supplier, professional adviser, consultant or customer) with the Group, or is an officer of, or otherwise associated with, someone with such a relationship
- is, represents, or is or has been within the last three years an officer or employee of, or professional adviser to, a substantial shareholder of G8 Education
- has close personal ties with any person who falls within any of the categories described above
- has been a Director of the entity for such a period that their independence from management and substantial shareholders may have been compromised.

In each case, the materiality of the interest, position or relationship is assessed by the Board to determine whether it might interfere, or might reasonably be seen to interfere, with the Director's capacity to bring an independent judgement to bear on issues before the Board and to act in the best interests of the entity as a whole rather than in the interests of an individual security holder or other party. Materiality is determined on both a quantitative and qualitative basis.

In addition, a transaction of any amount or a relationship is deemed material if knowledge of it may impact the shareholders' understanding of the Directors' performance.





Principle 2

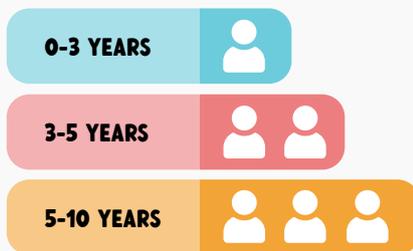
Structure the Board to be effective and add value

Length of Service

In 2017, the Board established a policy that, the maximum term of service for a Non-Executive Director should be approximately ten years. However, this term may be extended for reasons such as being Board or Committee Chair, providing continuity or a particular capability of a Non-Executive Director.

G8 Education's Constitution specifies that all Directors, other than a Managing Director, must retire from office no later than the third annual general meeting following their last election or 3 years following that Director's last election or appointment. Where eligible, a Director may stand for re-election.

The diagram below shows the length of service of Non-Executive Directors on the Board:



Induction

The induction provided to new Directors enables them to actively participate in Board decision making as soon as possible. It ensures that they have a full understanding of G8 Education's financial position, strategies, operations, culture, values and risk management policies. It also explains the respective rights, duties, responsibilities, interaction and roles of the Board and Management and G8 Education's meeting arrangements.

Commitment

The number of meetings of G8 Education's Board of Directors and of each Board Committee held during the year ended 31 December 2025, and the number of meetings attended by each Director is disclosed on page 25 of the 2025 Annual Report.

It has been G8 Education's practice to allow Executive Directors to accept appointments outside G8 Education with approval of the Board. In September 2023 the Executive Director was appointed as Co-Chair of The Early Learning and Care Council of Australia (ELACCA), but otherwise had no other outside appointments.

The commitments of Non-Executive Directors are considered by the Nomination Committee prior to the Directors' appointment to the Board of G8 Education and are reviewed each year as part of their annual performance assessment.

Prior to appointment or being submitted for re-election, each Non-Executive Director is required to specifically acknowledge that they have and will continue to have the time available to discharge their responsibilities to G8 Education.

Conflict of interests

There were no material conflicts of interests declared during the year ended 31 December 2025.

Independent professional advice

Directors and Board Committees have the right, in connection with their duties and responsibilities, to seek independent professional advice at G8 Education's expense subject to prior consultation with the Chair of the Board.

Nomination Committee

The Board established a Nomination Committee in 2017.

Each of the Non-Executive Directors is a member of the Nomination Committee.

The number of Nomination Committee meetings attended by Directors is disclosed on page 25 of 2025 Annual Report.

The Nomination Committee Charter can be found at www.g8education.edu.au/about-us/corporate-governance or by contacting the Registered Office.





Principle 2

Structure the Board to be effective and add value

The key responsibilities of the Nomination Committee include:

- having regard to the strategic direction of G8 Education, assessing periodically the skill set required to discharge competently the Board's duties including the skills, experience and diversity currently represented on the Board. This will include maintaining and disclosing a Board Skills Matrix setting out the mix of skills and diversity that the Board currently has and/or is looking to achieve in its membership
- regularly reviewing and making recommendations to the Board regarding the structure, size, diversity and composition (including the balance of skills, knowledge and experience) of the Board and the effectiveness of the Board as a whole, and keeping under review the leadership needs of G8 Education, both executive and non-executive
- preparing a description of the role and capabilities required for a particular appointment
- identifying suitable candidates (executive and non-executive) to fill Board vacancies as and when they arise and nominating candidates for the approval of the Board having regard to G8 Education's diversity aspirations. This will include any subsequent decisions to extend an appointment
- undertaking appropriate checks on executive and non-executive candidates, including with respect to the person's character, experience, education, criminal record and bankruptcy history, before recommending their appointment to the Board
- ensuring that, on appointment, all Directors receive induction training, including a formal letter of appointment, setting out the time commitment and responsibility envisaged in the appointment and any responsibilities with respect to Board Committees or in acting in a capacity other than as a Director (e.g. as Chair or as a lead independent Director)
- making recommendations to the Board with respect to continuing professional development programs for Directors
- identifying the existing Directors who are due for re-election by rotation at annual general meetings, in accordance with the Constitution and the Board Charter
- in carrying out its duties in relation to any re-appointment of a non-executive Director on conclusion of their specified term of office, undertaking a process of review of the retiring non-executive Director's performance during the period in which the non-executive Director has been a member of the Board
- developing a review process and reviewing annually the performance of each Director, the Board and the Committees of the Board, including a review of the time required from a non-executive Director and whether Directors are meeting that requirement
- developing a review process and reviewing annually the performance of the Chief Executive Officer
- giving full consideration to appropriate succession planning and satisfying itself that processes and plans are in place in relation to the Board, the Chief Executive Officer and other senior executives
- reviewing disclosures, including a statement in the annual report detailing the Committee's activities and the process used for appointments
- making publicly available the Committee's Charter, explaining its role and the authority delegated to it by the Board.





Principle 3

Instill a culture of acting lawfully, ethically and responsibly

Code of Conduct

G8 Education's Code of Conduct has been approved by the Board and applies to all team members, including Directors, Management, contractors, students and volunteers.

The Code of Conduct sets out G8 Education's values and requires that at all times all team members act to protect the safety, rights and wellbeing of all children and team members, ensure a professional and respectful environment, fulfill legal obligations relating to child protection and quality standards and uphold professional and ethical standards in accordance with law and internal policies and procedures. A copy of the Code of Conduct is available at www.g8education.edu.au/investor-information/corporate-governance or by contacting the Registered Office.

The Code of Conduct is reviewed annually by the People, Culture & Education Committee and is otherwise updated as necessary to ensure it reflects the highest standards of behaviour and professionalism and the practices necessary to maintain confidence in the Group's integrity. Breaches of the Code of Conduct must be reported to a G8 Education leader, Safety Leader or relevant external oversight authority.

The Code of Conduct is supplemented by the Directors' Code of Conduct which requires Directors, amongst other things, to comply with Directors' duties and G8 Education's Securities Trading Policy. The Directors' Code of Conduct is available at: www.g8education.edu.au/investor-information/corporate-governance or by contacting the Registered Office.

Whistleblower Policy

G8 Education encourages the notification of any suspected misconduct, improper state of affairs or circumstances involving G8 Education or its business or practices under its Whistleblower Policy. This policy outlines the process for reporting such conduct in strict confidence and without fear of retribution.

G8 Education's Whistleblower Policy is available at: www.g8education.edu.au/investor-information/corporate-governance or by contacting the Registered Office.

The Board is notified of Whistleblower disclosures on a monthly basis.

Securities Trading Policy

The purchase and sale of G8 Education securities by Directors, Management and employees is only permitted in accordance with G8 Education's Securities Trading Policy.

The Securities Trading Policy is available at: www.g8education.edu.au/investor-information/corporate-governance or by contacting the Registered Office.

The Directors are satisfied that the requirements of the Securities Trading Policy were complied with in 2025.

Human Rights and Modern Slavery reporting

G8 Education's commitment to upholding human rights is outlined in its Modern Slavery Statement and Supplier Code of Conduct. G8 Education strongly opposes modern slavery, which is strictly prohibited within its operations and supply chain.

G8 Education releases an annual Modern Slavery Statement which addresses the reporting requirements under the *Modern Slavery Act 2018* (Cth). All suppliers to G8 Education are expected to uphold the requirements contained in the Supplier Code of Conduct. G8 Education's Modern Slavery Statement is available at www.g8education.edu.au/investor-information/corporate-governance or by contacting the Registered Office.





Principle 4

Safeguard the integrity of corporate reports

Audit and Risk Management Committee

In 2025 the Audit and Risk Management Committee (ARMC) was comprised of the following Non-Executive, Independent Directors:

- P Trimble (Committee Chair)
- D Singh
- A Thornton

Details of these Director's qualifications and experience are set out on pages 20 to 23 of the 2025 Annual Report and details of attendance at ARMC meetings and number of ARMC meetings held are set out on page 25 of the 2025 Annual Report.

All members of the ARMC are Independent Directors, financially literate and have an appropriate understanding of the industry in which the Group operates.

The ARMC operates in accordance with a Board-approved Charter that is available at www.g8education.edu.au/investor-information/corporate-governance or by contacting the Registered Office.

The responsibilities of the ARMC include oversight of:

| Responsibility | Activities |
|------------------------------|---|
| Financial Management | <ul style="list-style-type: none"> • review regularly with management G8 Education's cash flow forecasts, capital structure, including debt financing and the adherence to bank or other debt covenants and related requirements • consider G8 Education's treasury management policies, including hedging of trading, financing or balance sheet exposure |
| External Financial Reporting | <ul style="list-style-type: none"> • consider the appropriateness of G8 Education's accounting policies and principles and any changes to them • assess significant estimates and judgements in the financial reports and enquire of the external auditor regarding the reasonableness of those estimates • review compliance with accounting standards and other legal requirements • review the clarity of disclosures • review financial reports and recommend to the Board on their approval or amendment • where applicable, review G8 Education's statement on internal control systems prior to endorsement by the Board and review the policies and processes for identifying and assessing business risks and the management of these risks by G8 Education |
| Related Party Transactions | <ul style="list-style-type: none"> • review and monitor the propriety of all related party transactions |
| External Audit | <ul style="list-style-type: none"> • make recommendations to the Board on the appointment and remuneration of the external auditor, including whether an audit tender process is required • be satisfied that an effective, comprehensive and complete external audit can be conducted for the set fee • approve the external audit plan • monitor the effectiveness and independence of the auditor, ensuring that the external auditor's rotation practices and relationships with G8 Education do not impair that independence • At least annually, obtain a formal written statement of all relationships between the external auditors and G8 Education • Discuss with the external auditor, before the audit commences, the nature and scope of the audit and review the auditors' quality control procedures and steps taken by the auditors to respond to changes in regulatory and other requirements • Review the external auditors' management letter and management's response and ensure that information provided is complete and appropriate • Give consideration to any other matter communicated by the external auditors, in particular serious difficulties or disputes with management encountered during the course of audits • Invite the external auditor to attend audit committee meetings to review the audit plan, discuss audit results and consider the implications of the external audit findings for the risk management and control environment • Approve the provision of non-audit services to the Company by the external auditors of the Company, where fees for such services exceed \$50,000 per annum on a cumulative basis. The Committee Chair is delegated authority to approve the provision of non-audit services by the external auditors to the Company for cumulative amounts up to and including \$50,000. The external auditor must comply with the independence requirements set out in APES 110 |



Principle 4

Safeguard the integrity of corporate reports

| Responsibility | Activities |
|------------------------------|--|
| Internal Audit | <p>Determine if there is a need for a formal internal audit function, including an internal auditor for Company and, if so:</p> <ul style="list-style-type: none"> • draft an Internal Audit Framework for adoption by the Board which includes an obligation for the internal auditor to report to the Chair of the Committee with day-to-day reporting through the Managing Director • ensure that the internal audit function is adequately resourced and has appropriate standing within G8 Education • make recommendations to the Board the appointment or dismissal of the Internal Auditor • review and approve the scope of the internal audit plan and work program • monitor the progress of the internal audit work program and consider the implications of the findings for the control environment • monitor and critique management's response to internal audit findings and recommendations • evaluate the process G8 Education has in place for monitoring and assessing the effectiveness of the internal audit function |
| Risk Management | <p>In conjunction with Management, monitor and review the policies and control systems established by Management to identify and manage enterprise risks. These risks may include but are not limited to operational, environmental, sustainability, compliance, strategic, ethical conduct, reputation or brand, technological, product or service quality, human capital, financial reporting and market related risks.</p> <p>The Committee will carry out the following in connection with risk management:</p> <ul style="list-style-type: none"> • maintain an enterprise risk management framework and industry appropriate operational risk management frameworks • review and make recommendations to the Board on the Company's risk appetite and risk tolerance (as determined by the Board) on a Company wide basis with respect to relevant categories or operational risk • assess, monitor, review and report on risks which may impact on performance of the Company including its ability to achieve its goals and objectives • assess the Company's exposure to environmental, social and governance risks and put in place systems, practices and procedures to manage those risks, including climate change • review the Company's framework for identifying, monitoring and managing risks and make recommendations to the Board regarding any changes required to this framework to satisfy itself that the framework: <ul style="list-style-type: none"> – is effective – ensures the Company is operating within the risk appetite and risk tolerance determined by the Board – appropriately considers emerging risks such as cyber security, privacy, data breach, digital disruption, sustainability and climate change • review and assess the effectiveness of the Company's internal control systems, recognising those matters in respect of which the Board and the Committee rely • monitor Management's response to review and recommendations of internal and external auditors regarding control systems and procedures • receive reports from management on new and emerging sources of risk and the risk controls and mitigation measures that management has put in place to deal with those risks • review actions taken by management and the Safety Committee to reduce risk exposure in the key areas of child safety, compliance with the legislation, information technology and people and culture risk |
| Cyber security and practices | <ul style="list-style-type: none"> • review and monitor the framework for identifying, mitigating and managing cyber security and privacy practices of G8 Education • consider the effectiveness of G8 Education's cyber resilience risk control systems |



Principle 4

Safeguard the integrity of corporate reports

Responsibility Activities

| Responsibility | Activities |
|--------------------------|--|
| General responsibilities | <ul style="list-style-type: none"> • review and propose any changes to the ARMC Charter • approve minutes of the previous ARMC Meeting • oversee that the external auditors and internal auditors meet regularly and maintain a good working relationship • oversee the adequacy of G8 Education's capital expenditure procedures • review and regularly evaluate the: <ul style="list-style-type: none"> – Fraud Policy – Continuous Disclosure & Shareholder Communications Policy – Securities Trading Policy – Dividend Policy – Dividend Reinvestment Plan Rules – Risk Management Policy and Framework – Tax Governance Framework – Delegation of Authority – Environmental Sustainability Policy and Strategy – Treasury Policy – Business Continuity Plans – Accounting Policy and Internal Audit Framework • review and assess impact of changes to accounting standards • review tax reports and practices for managing impact of taxation |

The ARMC is authorised, at G8 Education's expense, to obtain independent expert advice and to invite external parties with relevant experience or expertise to attend its meetings when needed. The Committee may seek any information it requires from any employee (who must cooperate with its requests) or from external parties.

Corporate Reporting

In complying with Recommendation 4.2, the Managing Director and Chief Financial Officer make the following certifications to the Board:

- G8 Education's financial reports are complete and present a true and fair view, in all material respects, of the financial condition and operational results of G8 Education and Group and are in accordance with relevant accounting standards
- the above statement is founded on a system of risk management and internal compliance and control which implements the policies adopted by the Board
- the Group's risk management and internal compliance and control framework is operating efficiently and effectively in all material respects in relation to financial reporting risks.

External Auditors

G8 Education's policy is to appoint external auditors who clearly demonstrate expertise and independence.

The performance of the external auditor is reviewed annually and applications for tender of external audit services are requested as deemed appropriate, taking into consideration assessment of performance, existing value and tender costs.

Following a tender in late 2015, Ernst & Young were appointed as G8 Education's external auditor, effective from 1 January 2016. In accordance with the Corporations Act 2001, a rotation of the lead auditor / Audit Partner for G8 Education took place in 2021. A further rotation will occur in 2026.

An analysis of fees paid to the external auditor, including a breakdown of fees for non-audit services, is provided in the 2025 Annual Report on page 47. The external auditor provides an annual declaration of their independence to the ARMC in accordance with the requirements of the *Corporations Act 2001* (Cth).

The external auditor attends the Annual General Meeting to be available to answer shareholder questions about the conduct of the audit and the preparation and content of the audit report.

Verification of Periodic Corporate Reports

G8 Education undertakes a verification process in respect of any periodic corporate reports that are not audited or reviewed by the external auditor. The Chief Legal, Quality & Risk Officer is responsible for ensuring the verification process confirms and verifies each fact or statement made within each periodic report against a source document or reference point.

The Chief Legal, Quality & Risk Officer reports to the Board on the process undertaken prior to the Board approving the release of those documents to the market.





Principle 5 and 6

Make timely and balanced disclosure and respect the rights of security holders

Continuous Disclosure

G8 Education has policies and procedures on information disclosure that focus on the continuous disclosure of any information concerning the Group that a reasonable person would expect to have a material impact on the price of G8 Education's securities.

The Company Secretary has been nominated as the person responsible for communications with the Australian Securities Exchange (ASX). This role includes responsibility for ensuring compliance with the continuous disclosure requirements in the ASX Listing Rules and overseeing and coordinating information disclosure to the ASX, analysts, brokers, shareholders, the media and the public.

All information disclosed to the ASX is posted on G8 Education's website as soon as it is disclosed to the ASX. When analysts are briefed on aspects of the Group's operations, the material used in the presentation is released to the ASX and posted on G8 Education's website. Procedures have also been established for reviewing whether any price sensitive information has been inadvertently disclosed and, if so, this information is also immediately released to the market.

Shareholder Engagement

Shareholders and other stakeholders are informed of all material matters affecting G8 Education through ASX announcements and periodic communications, which are available on G8 Education's website.

Other information available to shareholders on G8 Education's website includes G8 Education's Annual Reports and Financial Statements, dividend history, presentations, investor call transcripts and webcasts, shareholder meeting details and other key dates and FAQs.

G8 Education has policies and procedures regarding arrangements to promote communication with shareholders and encourage effective participation at general meetings. A copy of G8 Education's Constitution and key corporate governance documents (including the Continuous Disclosure and Shareholder Communication Policy), are available at www.g8education.edu.au/investor-information/corporate-governance or by contacting the Registered Office.

G8 Education has an investor relations program designed to facilitate two-way communications with analysts, investors, proxy advisors and the media. The Board Chair and the People, Culture and Education Committee Chair meet at least annually with proxy advisors. The Board Chair also meets or communicates with shareholders as required to allow them to provide Board-level feedback on the Group's governance and performance.

G8 Education provides all Shareholders the option to receive communications from and send communications to G8 Education and its security registry electronically.

Annual General Meetings

The Annual General Meeting provides shareholders with an opportunity to engage with the Board and Management of G8 Education. In complying with Recommendation 6.4, all resolutions put at G8 Education's Annual General Meeting, and any other meeting of its shareholders, are decided by a poll rather than by a show of hands. G8 Education held a hybrid Annual General Meeting in 2025, allowing shareholders to attend its Annual General Meeting virtually or in person.





Principle 7

Recognise and manage risk

Risk assessment and management

The Board is responsible for satisfying itself annually, or more frequently as required, that Management has developed and implemented a sound system of risk management and internal control. Detailed work on this task is delegated to the ARMC and reviewed by the Board.

The members of the ARMC are set out under Principle 4 above.

The ARMC is responsible, in conjunction with Management, for monitoring and reviewing the policies and control systems established by Management to identify and manage business risks. These risks may include, but are not limited to, operational, environmental and climate, sustainability, compliance, strategic, ethical conduct, reputation or brand, technological, cyber security, product or service quality, human capital, financial reporting and market related risks.

In providing this oversight, the ARMC:

- maintains an enterprise risk management framework and industry appropriate operational risk Management frameworks;
- reviews and makes recommendations to the Board on the Company's risk appetite and risk tolerance (as determined by the Board) on a Company wide basis with respect to relevant categories or operational risk;
- assesses, monitors, reviews and reports on risks which may impact on performance of the Company including its ability to achieve its goals and objectives;
- assesses the Company's exposure to environmental, social and governance risks and puts in place systems, practices and procedures to manage those risks, including climate change;
- reviews the Company's framework for identifying, monitoring and managing risks and makes recommendations to the Board regarding any changes required to this framework to satisfy itself that the framework:
 - is effective;
 - ensures the Company is operating within the risk appetite and risk tolerance determined by the Board; and
 - appropriately considers emerging risks such as cyber security, privacy, data breach, digital disruption, sustainability and climate change;
- reviews and assesses the effectiveness of the Company's internal control systems, recognising those matters in respect of which the Board and the Committee rely;
- monitors Management's response to review and recommendations of internal and external auditors regarding control systems and procedures;
- receives reports from Management on new and emerging sources of risk and the risk controls and mitigation measures that Management has put in place to deal with those risks; and
- reviews actions taken by Management and the Safety Committee to reduce risk exposure in the key areas of child safety, compliance with the legislation, information technology and people and culture risk.

The ARMC regularly reports to and makes appropriate recommendations to the Board.

Responsibility for risk management and internal control is delegated to the appropriate level of management within the Group, with the Managing Director having ultimate responsibility to the Board for the risk management and the internal control framework.

The Group has a Risk Management Policy and Risk Management Framework to formally document the policies and procedures already in place to manage risk. G8 Education's Risk Management Policy and Risk Management Framework is available at: www.g8education.edu.au/investor-information/corporate-governance or by contacting the Registered Office.

The ARMC and the Board last reviewed the Enterprise Risk Management Policy and Framework in November 2025. The Enterprise Risk Register is reviewed by the Board quarterly and actions for high and emerging risks are reviewed by the Board monthly.

The Board introduced a Safety Committee, commencing on 1 January 2026, to continue to improve how safety risk is managed in the Group.

Internal Audit

G8 Education appointed KPMG as its outsourced internal auditor (Internal Audit) with a reporting line to both the Chief Legal, Quality & Risk Officer and ARMC Chair in January 2025. This appointment was renewed for 12 months in November 2025. The Internal Audit function assists the Group in accomplishing its objectives by bringing a systematic, disciplined approach to evaluating and continually improving the effectiveness of its risk management and internal control processes. The ARMC reviews and endorses the Internal Audit Framework for approval by the Board and an Internal Audit report is provided to the ARMC on a quarterly basis.

The role of Internal Audit is to provide reliable, objective, and reasonable assurance and advice to the Board, ARMC and Management on the adequacy and effectiveness of the system of internal controls, the governance model, and the risk management framework in place to manage risks through:

- advising on governance, risk management and control issues
- facilitating the integration of risk management into day-to-day business activities and processes
- developing and maintaining a culture of accountability, integrity, and adherence to high ethical standards
- promoting a culture of cost consciousness and self-assessment.

Environmental and Social Risks

G8 Education is exposed to a range of strategic, operational, compliance and finance related risks associated with operating early childhood education and care businesses. A summary of G8 Education's material business risks and their mitigation plans are set out on pages 18 and 19 of the 2025 Annual Report.



Principle 8

Remunerate fairly and responsibly

People, Culture & Education Committee

The Board established a People & Culture Committee in August 2014. In 2023 the name of the People & Culture Committee was changed to the People, Culture & Education Committee (PCEC) in recognition of the expanded scope of the PCEC to oversee the establishment and operation of the Group's Education Advisory Board. The PCEC operates under a charter approved by the Board.

In 2025 the PCEC was comprised of the following members:

- J Cogin (Committee Chair)
- M Zabel
- D Singh
- S Heath

For details of the number of PCEC meetings held and each Director's attendance at meetings of the PCEC, please refer to page 25 of the 2025 Annual Report.

The PCEC Charter is available at www.g8education.edu.au/investor-information/corporate-governance or by contacting the Registered Office.

The PCEC reviews, advises and makes recommendations to the Board on people and culture strategy, remuneration strategy and incentive schemes, Management and Key Management Personnel remuneration, Chair and Non-Executive Director fees, attraction, retention and development of talent, diversity, remuneration disclosure and reporting and, in conjunction with the Safety Committee, workplace health and safety. It is also responsible for the establishment and oversight of the Group's Education Advisory Board and oversees the investigation of whistleblower disclosures from disclosers who do not wish the Company to be aware of the matter or the identity of the discloser.

Each member of Management signs a formal employment contract at the time of their appointment, covering a range of matters including their duties, rights, responsibilities and any entitlements on termination. The contract includes a specific formal job description.

G8 Education's Securities Trading Policy provides that Directors and Management must not enter into any options, derivatives or other arrangements which operate to limit the economic risk of either unvested or vested holdings in G8 Education's securities, including those held under G8 Education's executive and employee share plans.

Further information on Directors' and Management remuneration, including principles used to determine remuneration, is set out in the Directors' Report under the heading "Remuneration Report", which is on pages 28 to 46 of the 2025 Annual Report.

Non-Executive Directors do not receive options or bonus payments and are not provided with retirement benefits, other than superannuation.

The PCEC also assumes responsibility for performance management, development planning and succession management programs to attract, motivate and retain high quality people and to enable and develop appropriate skills, experience and capability to deliver on G8 Education's strategy. This includes overseeing processes in relation to meeting diversity objectives for executives and employees other than the Board.





G8 Education^{ltd}

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