



# **2024 Corporate Governance Statement**

3P Learning Limited  
ABN 50 103 827 836

## 2024 Corporate Governance Statement

### Overview

3P Learning Limited (“**3P Learning**” or the “**Company**”) and its subsidiaries are a global market leader in edtech programs for reading, writing and mathematics that are engaging, motivational, and effective for students as well as easy-to-use for teachers.

We have designed and developed award-winning educational resources, including Mathletics, Reading Eggs, Mathseeds, Brightpath Progress and Writing Legends.

Our programs combined solid educational underpinnings with cutting-edge technology and engaging content to make learning enjoyable and effective. Through fostering a love for learning, we strive to empower educators and inspire students to become confident, independent and lifelong learners.

3P Learning is committed to high standards of corporate governance that is essential for creating and maintaining long-term shareholder value and meeting the expectations of our stakeholders. As we Build Better Ways to Learn, our corporate governance assists us to realise our ambition to be a leading global SaaS K-12 education brand and business.

Our Corporate Governance Statement (**Statement**) addresses the recommendations contained in the 4th Edition of the ASX Corporate Governance Council’s Corporate Governance Principles and Recommendations (“**ASX CGC Principles and Recommendations**”).

This document was approved by the Board of Directors of 3P Learning and summarises the governance practices which were in place throughout the financial year ended 30 June 2024.

This statement should be read in conjunction with the Directors’ Report, including the Remuneration Report, contained in our **2024 Annual Report**, available at: [www.3plearning.com/investors/results](http://www.3plearning.com/investors/results).

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

### Recommendation 1.1 – The Board and its Charter

The relationship between the Board and management is critical to the 3P Learning’s long-term success. The Board delivers strategic perspectives to energise, evaluate and bring oversight to the goals and ambitions of 3P Learning that are delivered by the management team.

The Board’s roles and responsibilities are formalised in the Board Charter, which set out those functions that are delegated to management and those that are reserved for the Board.

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

- provide leadership and set the strategic objectives of the company;
- oversee management’s implementation of the Company’s objectives and performance;
- appoint the Chairperson (and deputy), the CEO, and senior executives;
- approve operating budgets and major capital expenditure;
- oversee the 3P Learning process for making timely and balanced disclosure;
- oversee the integrity of 3P Learning’s accounting and corporate reporting systems (including external audit);

- ensure 3P Learning has in place an appropriate risk management framework;
- approve the 3P Learning remuneration framework;
- monitor the effectiveness of 3P Learning's governance practices; and
- through the Chairperson, oversee the role of the Company Secretary.

The Board has delegated to the Chief Executive Officer ("CEO") the authority to manage the day-to-day affairs of 3P Learning and authority to control the affairs of 3P Learning in relation to all matters other than those responsibilities reserved to itself in the Board Charter.

The CEO has authority to sub-delegate to the senior management team.

A copy of the Board Charter is available on the 3P Learning website at:  
<http://www.3plearning.com/investors/governance/>.

### Recommendation 1.2 – Appropriate Checks

The Board established the People and Culture Committee (**P&CC**) with responsibilities to identify, make recommendations, and evaluate the appropriate checks prior to appointing a director or senior executive, and prior to putting someone forward for election as a director.

The responsibilities of the P&CC include, but are not limited to,

- identifying and making recommendations to the Board for the appointment of new Board and CEO candidates, having regard to their skills, experience and expertise;
- overseeing the development and implementation of evaluation processes for the Board, the Directors and the CEO; and
- reviewing and making recommendations to the Board having regard to each director's tenure, maintaining an appropriate balance of skills, experience, expertise and diversity.

Before a director is appointed, 3P Learning undertakes appropriate checks on the candidate's character, experience, education, criminal record, bankruptcy history, details of any interest, position or relationship, and other factors which would be material in relation to their capacity and duties to the Company, or their independence concerning the Company and matters that may be raised before the Board.

The P&CC assists and advises the Board on the re-election of directors. Retiring directors standing for re-election are assessed by considering several factors including but not limited to skills, experience, expertise, personal qualities and attributes, the capability to devote the necessary time and commitment to the role, and potential conflicts of interest and independence.

Where a director is proposed for appointment or election, any material information relevant to a decision on whether to elect or re-elect a director is disclosed with the relevant notice of meeting materials that is made publicly available.

A summary of the biographical details of each director, and the skills, experience and expertise can be found further in this Statement, and also in our 2024 Annual Report.

A copy of our Annual Report is available at [www.3plearning.com/investors/results](http://www.3plearning.com/investors/results).

### Recommendation 1.3 – Terms of Appointments

The Executive Chairman has executed a letter of appointment. Non-executive directors have each executed a letter of appointment setting out the terms and conditions of their appointment. All 3P Learning senior executives have entered into written employment agreements with 3P Learning.

### Recommendation 1.4 - Company Secretary

The Company Secretary of 3P Learning has responsibilities to:

- advise the Board and its committees on governance matters;
- monitor the Board and committees to ensure relevant policies and procedures are followed;
- coordinate the timely completion and dispatch of Board and committee papers;
- ensure the business at Board and committee meetings is reflected in accurate minutes; and
- organise and facilitate the induction and professional development of Directors and the Company Secretary.

As set out in the Board Charter, the Company Secretary is accountable directly to the Board, through the Chairperson, on all matters to do with the proper functioning of the Board.

Each director can communicate directly with the Company Secretary and vice versa.

The Company Secretary during the reporting period was Ms. Joyce Li.

### Recommendation 1.5 – Diversity and inclusion

The 3P Learning Board and executive leadership team are committed to workplace diversity in its broadest sense and consider this diversity and inclusiveness as a strength of the business and an investment in the creation of a sustainable business capable of delivering long term shareholder value.

The 3P Learning Diversity Policy is published on our website at:  
<https://www.3plearning.com/investors/governance>

In recognising the benefits and value of diversity, the 3P Learning Diversity Policy set out the Company's objectives to achieving gender diversity, and how those objectives are supported.

3P Learning seeks to promote a workplace that attracts, retains, and provides opportunities for well qualified employees, senior management and Board candidates regardless of gender, and reflective of diversity of thought and experience.

During the reporting period to 30 June 2024, the Board continued to monitor the company's measurable objectives for achieving the target of 50% gender diversity at a Board, Senior Leadership and global organisation level. These gender diversity objectives are reviewed and assessed annually.

The Board maintains oversight of the Company's progress towards achieving those targets, and how 3P Learning measures against these objectives as at 30 June 2024 and the prior two periods are outlined on the next page.

Level	Board (%)			Senior Leadership (%)*			Company – globally (%)		
Year	FY24	FY23	FY22	FY24	FY23	FY22	FY24	FY23	FY22
Female	33	33	40	52	58	56	56	57	58
Male	67	67	60	48	42	44	44	43	42
Total	100			100			100		

\*Senior Leadership (including C-level roles, Global Heads of Functions and Sales Directors)

During the reporting period the 3P Learning Board the Board comprised of six (6) directors of which 33% are female. The People and Culture Committee, and the Audit and Risk Committee are each comprised of four Independent Non-Executive directors, and the composition of these committees are 50% female.

At a senior leadership team level during the period to 30 June 2024, women held 52% of senior leadership positions globally. Compared to the company as a whole, women held 56% of positions that compares closely to the prior year.

Maintaining our focus and people development initiatives for all roles across our technology, product, sales, marketing and corporate teams will continue to be key for both 3P Learning's diversity and strategic goals. We continue to be committed to establishing female representation in management roles, ensuring there is no discrimination within the organisation in developing our talent and opportunities, and encouraging diversity to be part of our endeavours to *Build Better Ways to Learn*.

3P Learning values cognitive, cultural and individual diversity. The measure for gender diversity is one important and measurable step that assists us in developing and assessing the initiatives that continue to facilitate our commitment to an inclusive and diverse workplace. The range of initiatives we undertake include:

- Employee feedback:** The Company monitors diversity and inclusion engagement metrics gathered as part of employee engagement surveys. Diversity and inclusion engagement metrics were last collected as part of our 2024 People Voice survey, where:
  - 94% of our people strongly agreed the Work and Life Blend was available at 3P Learning
  - 86% of our people strongly agreed that 3P Learning values inclusion and social connection in the workplace
  - The survey measures for Inclusion as a category returned an aggregate score of 86%, and within this:
    - 86% of our people told us that they feel like they belong at 3P Learning (2023: 88%);
    - 90% of our people told us that people from different backgrounds have equal opportunity to succeed at 3P Learning (2023: 88%);
    - 86% of our people told us that 3P Learning values and respects diversity and inclusion in the workplace (2023: 84%).
- Flexible working:** The Company's survey results have also consistently shown that 3P Learning is a flexible employer that supports employee needs at all stages of life and in a range of circumstances. Metrics related to flexible working continued to be rated the highest with average scores in our engagement surveys above 90%. Our results also ranked highly compared to a benchmark of technology companies of a similar size to 3P Learning (based on number of employees) and were generally at least 5% higher than these benchmarks across the board.
- Pay equity:** The Company's commitment to pay equity forms part of its annual remuneration review process.

- **Learning, Development and Opportunities:** The Company actively monitors and seeks to develop and retain high performing employees who are considered future leaders of the business. We are also rolling out a formal leadership development program that is focused both on developing a diverse group of leaders to enable them to continue to grow their career at 3P Learning, as well as educating leaders around diversity and inclusion more broadly.
- **Recruitment:** Diversity in the broadest sense forms part of the Company's assessment of candidates for all roles, in recognition of the diversity and geographic dispersion of, and to better serve, our customers and stakeholders. The Company will continue to review its approach to recruitment, and that of recruitment agencies acting on its behalf, to ensure that our approach isn't inadvertently limiting the diversity of candidates in the talent pipeline. For example, we actively ask recruitment firms about their approach to ensuring diversity. We assess the quality of their response as a factor in determining which partners we want to work with. We also assess understanding of diversity and inclusion with all executive and senior candidates as part of our internal interview process.
- **Benefits:** To further support our people to focus on their individual purpose, such as learning, volunteering, innovating or nurturing connections with family and community, the Company offers 3 additional days of paid leave to all employees, known as 3P Days for this purpose.

3P Learning's most recent report under the Australian Workplace Gender Equality Act (WGEA), outlines details in relation to our workplace profile in Australia and our reporting against a range of gender equality indicators. We consider the Australian WGEA measures alongside our global employee profile in the review of our diversity and inclusion initiatives both regionally and globally.

Our 2024 WGEA report is available at: <http://www.3plearning.com/investors/governance>.

### Recommendation 1.6 – Evaluation of the Board, Committees and Directors

The Board conducted a self-evaluation of the performance of the Board and its committees in relation to the reporting period. This is in addition to steps applied by the Board throughout the year to monitor and assess its collective performance, the performance of the committees and directors to address any issues or areas for improvement as they arise.

The formal self-evaluation for the period to 30 June 2024 encompassed a range of questions to discern measures and insights for the performance of the Board, the committees and individual directors. The evaluation invites important discussion in relation to the Board's performance and their abilities to drive the Company's focus on current strategies as well as long term growth.

Measures in the self-evaluation during the reporting period were also designed to enable the P&C Committee and Board to discuss and review areas of the Board's skills, engagement and execution of the functions collectively as the Company Board for its shareholders and corporate governance as an ASX listed company in education technology.

The evaluation findings are presented for review and recommendations by the P&CC and reviewed for actions by the Board.

In accordance with the Board Charter, each Director's performance will be assessed when standing for re-election. Before each Annual General Meeting ("AGM"), the Chairperson of the Board will assess the performance of any Director standing for re-election and the Board will determine their recommendation to security holders on the re-election of the Director (in the absence of the Director involved). The Board (excluding the Chairperson) will conduct the review of the Chairperson. This assessment is supported by the Board's performance review process outlined above.

In its recommendation to security holders in relation to the election or re-election of a director, the notice of meeting for an AGM sets out material information that would be relevant to the security holder's decision.

For the Company's evaluation processes for the Board, its committees and directors, the Board may periodically engage external consultants to facilitate the performance reviews.

### Recommendation 1.7 – Evaluation of the Leadership Team

The Board conducts an annual performance assessment of the CEO with the advice and recommendations from the P&CC. The CEO also undertakes assessments of senior executives and discusses the review and any recommendations with the P&CC and Board. Any remuneration recommendations must be approved by the Board after consultation with the P&CC.

In assessing the performance of the CEO and other senior executives, the process of review includes consideration of the relevant senior executive's function, individual targets, group targets, the overall performance of the Company and the measures for the senior executive in relation to specific Company's strategic goals or objectives.

The reviews take into consideration both qualitative and quantitative measures. Key performance metrics and measures set at the beginning of each financial year, which are set against financial performance, strategic projects, people and culture and other appropriate measures aligned with 3P Learning's strategic goals.

The performance of the senior executives reporting to the CEO is reviewed regularly throughout the year, to provide feedback and address any issues or areas for improvement as they arise. The performance evaluation of senior executives by the CEO took place during the reporting period.

The *Remuneration Report* that forms part of the 2024 Annual Report provides a summary of the performance measures and outcomes for the CEO, CFO and Chief Revenue Officer (appointed in May 2024) and how this impacts their remuneration. A copy of our Annual Report is available at [www.3plearning.com/investors/results](http://www.3plearning.com/investors/results).

## Principle 2 – Structure the Board to be effective and add value

3P Learning is a global educator inspiring a love of learning by providing engaging, meaningful and personal learning experiences through exceptional learning programs.

The 3P Learning Board is comprised of six (6) directors of which four (4) are independent non-executive directors. The Board has delegated functions to the People and Culture Committee to ensure the Board is comprised of the appropriate knowledge, expertise and skills to enable 3P Learning to succeed in their goals to *Build Better Ways to Learn*.

Director	Roles during the reporting period to 30 June 2024		Service
Executive			
Matthew Sandblom	Executive Chairman	Full year	1-5 years
Non-Executive			
Allan Brackin	Independent non-executive director Lead Independent Director	Full year	1-5 years

Kathy Ostin	Independent non-executive director Chair of the Audit and Risk Committee	Full year	1-5 years
Belinda Rowe	Independent non-executive director Chair of the People and Culture Committee	Full year	1-5 years
Mark Lamont	Independent non-executive director	Full year	> 5 years
Craig Coleman	Non-executive director	Full year	1-5 years

## Recommendation 2.1 – Our Board



### Matthew Sandblom, **Executive Chairman**

- An education entrepreneur with over 35 years of experience building successful companies.
- Started his first company, Pascal Press, in 1989 to publish school workbooks and study guides. Since then, he has founded or co-founded many successful companies including 3P Learning prior to Blake Education, Clickview and Blake eLearning.
- Matthew was appointed Executive Chairman from 25 August 2021.



### Allan Brackin, **Non-Executive Director** **Lead Independent Non-executive Director**

- Over 40 years' experience in building revenue growth and market value of both private and public companies in the technology sector. A business builder and advisor, with experience in business strategy, sales and marketing, process re-engineering, change management, financial management, and M&A activity and governance.
- Allan joined 3P Learning in August 2021.



### Kathy Ostin, **Independent Non-Executive Director** **Chair of Audit and Risk Committee**

- Strong financial, audit and risk management experience. A proven track record in strategic and superior business outcomes in a broad sector of industries including technology, content and communications, media and entertainment.
- Kathy joined 3P Learning in August 2021.



### Belinda Rowe, **Independent Non-Executive Director** **Chair of the People and Culture Committee**

- Extensive business leadership and experience across international marketing, communication, media and digital businesses. Brings significant strategic experience in digital capabilities and the application of data and technology to global markets.
- Belinda joined 3P Learning in September 2021.


**Mark Lamont, Independent Non-Executive Director**

- Deep experience in the global education and EdTech sectors with expertise in technology and Internet applications for education, international markets and strategic planning.
- Mark joined 3P Learning in March 2018.


**Craig Coleman, Non-Executive Director**

- Accomplished director and executive with extensive experience in corporate advisory, banking and finance, and investment and funds management. Co-founder and Managing Partner of Viburnum Funds Pty Ltd, a private and public equities fund manager.
- Craig joined 3P Learning in November 2022.

The People and Culture Committee (P&CC), formerly, the nomination and remuneration committee, has been established by the Board with responsibilities to advise the board in the process of recruiting new directors, succession planning, evaluating board performance and skills, and to advise the Board on remuneration policies and practices for the Board, the CEO, CFO, and senior executives. These powers and authorities are set out under the P&CC Charter or by resolution of the Board, from time to time.

The following information is provided in relation to the appointments and activities of the P&CC during the reporting period:

Name of Committee	People and Culture Committee		
Composition	The members of the P&CC are four independent, non-executive directors		
Meetings	The P&CC met five (5) times during the reporting period.		
Roles and attendance			No. of meetings attended
	Chairperson	Belinda Rowe	5
	Members	Mark Lamont	5
		Kathy Ostin	5
		Allan Brackin	5

In accordance with the P&CC Charter, the Committee will meet as frequently as required to perform its functions. The Charter of the Committee is available on the 3P Learning website at:

<http://www.3plearning.com/investors/governance>.

## Recommendation 2.2 – Board Skills Matrix

In accordance with the responsibilities of the Board as set out in the 3P Learning Board Charter, the Company seeks to achieve a range of skills, experience and expertise on the Board, together with the level of competence and understanding required to deal with current and emerging business issues to oversee the Company's strategic objectives and performance. The Board considers that requisite skills include in the areas of education and education technology, digital business, ecommerce and product management.

The Board has regard to the structure and the range of skills appropriate to facilitate the effective discharge of its duties, and to add value through its deliberations of relevant issues. The P&CC is tasked with the responsibility to review the Board's performance, and to advise on the recruitment or evaluation of directors, having regard to the balance of skills, knowledge, experience, independence and diversity on the Board.

The skills identified and reviewed by the Board and P&CC and areas where each Director has significant professional expertise is highlighted in the table below:

Skill / experience	Matthew Sandblom	Mark Lamont	Kathy Ostin	Allan Brackin	Belinda Rowe	Craig Coleman
Extensive public company board and/or C-level experience		✓	✓	✓	✓	✓
Significant experience in developing effective corporate strategy	✓	✓	✓	✓	✓	✓
Significant experience in accounting and finance, and capital management	✓		✓	✓		✓
Experience in M&A activity and investor relations	✓	✓	✓	✓	✓	✓
Strong experience in identifying key risks to the organisation and legal compliance		✓	✓	✓	✓	✓
Expertise in sales and marketing to consumer and B2B	✓	✓ (B2B only)	✓		✓	
Expertise and significant experience in digital, e-commerce, software enterprise leadership and management	✓	✓	✓	✓	✓	
Distinguished career in education and education technology products	✓	✓				
Significant global business experience (more than three countries)	✓	✓	✓	✓	✓	✓

Experience with labour, environmental, social and governance (ESG) initiatives		✓	✓		✓	
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Note: All directors have experience and insights across all the areas listed. The matrix only highlights each member's most significant areas of professional expertise.

### Recommendation 2.3 – Independent Directors and Length of Service

The Board considers that during the reporting period there were four (4) independent directors, and 3P Learning is comprised of a majority of independent directors. A summary of the experience of the directors, their roles and length of service can be found in section 2.1.

The ASX CGC Principles and Recommendations provide guidance for listed companies about how to assess independence of a director. An independent director is defined as one who is free of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their 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 those of an individual security holder or other party.

Mr Craig Coleman is the managing director of an institutional investor and holds interests as a substantial shareholder. The Board notes the potential interests that may arise, or be perceived to arise from, his duties to the institutional investor and individual security holder. While those interests can align with shareholders as a whole, the Board considers that in making an assessment of independence of a director, Mr Coleman is not independent.

Mr Matthew Sandblom has a longstanding relationship with 3P Learning and Blake eLearning through the executive roles he has held both previously and currently. Mr Sandblom is also a significant shareholder in the Company. While those interests can align with shareholders as a whole, the Board considers that its Executive Chairman, Mr Sandblom is not an independent director of the company, having regard to the following:

- Transactions negotiated at arm's length between the Company and other companies where Mr Sandblom is an interest holder or director. These include agreements entered prior to 3P Learning's acquisition of Blake eLearning in May 2021:
  - the lease registered office premise;
  - services agreements in connection with the 3P Learning registered office; and
  - sales, printing and distribution arrangement with Kalaci Pty Ltd (Pascal Press).
- Mr Sandblom has ownership interest in businesses in the education technology space which could be perceived as a conflict with parts of 3P Learning's business:
  - Clickview Pty Ltd – a company that operates a video technology platform. 3P Learning has a commercial agreement to use Clickview's video storage, management and delivery technology to deliver 3P Learning products. This arrangement has been in place prior to Matthew joining the 3P Learning board and is ongoing; and
  - Excel Test Zone – a business of operating online test preparation and practice website for the purpose of preparing students for Naplan, opportunity class, selective school tests and other secondary school tests. A perceived conflict arises as 3P Learning considers functions and features in its software programs that may overlap with the business conducted by Excel Test Zone.

The Board regularly reviews the independence of directors and makes the assessment in accordance with the guidance provided for listed companies in the ASX CGC Principles and Recommendations. That assessment will be made at least annually at, or around the time, that the Board considers candidates for election to the Board, and each independent Director is required to provide the Board with all relevant information for this purpose.

#### **Recommendation 2.4 – Independence of the Board**

The 3P Learning Board is comprised of a majority of independent directors.

#### **Recommendation 2.5 – Independence of the Chairperson**

The Chairperson of the Board is Matthew Sandblom. While the Chairperson is not the same person as the CEO, he is not considered independent by the Board. Notwithstanding this, the Board believes Matthew is the best candidate to communicate the Company's vision, strategy and to set market expectations.

In circumstances where the Chairperson would not meet an objective assessment of 'independence', the ASX CGC Principles and Recommendations suggests the appointment of a senior independent director or deputy chair who can fulfil the role whenever the Chairperson is conflicted.

The role of the senior independent director is to provide leadership to the independent directors, liaise with the CEO on behalf of the independent directors and advise (or arrange for advice to be provided to) the Board on matters where there may be an actual or perceived conflict of interest involving the Executive Chair or the CEO. The position of senior independent director is determined by the independent directors. The senior independent director may assume the role of Chairperson when the Executive Chair is unable to act in that capacity due to unavailability or lack of independence. The position also offers an alternative point of contact for shareholders.

During the reporting period, and consistent with the recommendations of the P&CC, the Board approved the appointment of Allan Brackin as Senior Independent Director of the Board of 3P Learning.

The Board has also approved that in the event the Executive Chair is absent from a meeting or part of a meeting (including in relation to actual or potential conflicts of interest), or resigns from the Board, Mr Brackin is to act as Senior Independent Director of the Board of the Company for that period.

#### **Recommendation 2.6 – Induction**

In accordance with the Board Charter, the Directors are expected to participate in an induction or orientation program on appointment, and any continuing education or training arranged for them.

The purpose of the program is to assist new directors to understand the industry and regulatory environment in which the Company operates, the Company mission, its business operations, and its leadership team. Directors are also encouraged and supported by the Company to undertake appropriate professional development opportunities and the Company Secretary will help to organise and facilitate the induction and professional development of Directors as required.

The Board or the P&CC also ensures that Directors receive briefings on material developments in laws, regulations and accounting standards relevant to the Company.

## Principle 3 – Act Lawfully, Ethically and Responsibly

### Recommendation 3.1 – Company Purpose and Values

The Company recognises that respect for employees, customers, suppliers and other stakeholders is fundamental to the Company's long-term success. The Company's social responsibility includes interacting with all stakeholders with integrity, striving to run our business in a way that produces social and economic benefits for the communities we serve globally, whilst minimising our environmental impact.

3P Learning seeks to attract outstanding people from a multitude of different backgrounds and careers. The global team is united by our company purpose – **Better Ways To Learn**.

This is what **Better Ways To Learn** means to us:

At 3P, we are passionate about better ways to learn.  
We want every child to learn the fundamental skills  
required for academic success,  
and to develop a lifelong love of learning.

At 3P, we are passionate about making a difference.  
We recognise that literacy and numeracy are core life skills.  
We create learning programs that make a real difference  
in the lives of children, parents and teachers.

At 3P, we are passionate about positive learning experiences.  
Our programs are motivating and engaging,  
where learning is fun, playful and most of all, successful.  
We strive to make learning a joyful experience,  
and believe that Practice and Play, result in Progress.

At 3P, we bring our passion for better ways to learn into everything we do.  
We continuously improve our programs and our technology  
so that learning with our programs is something to look forward to.

At 3P Learning our values drive our actions every day, and bring to life *how* we work.

Our values capture both what it is like to work “at” 3P Learning, and “with” 3P Learning. They set out what our employees, customers, children, parents and teachers can expect from our team around the world when they work and engage with 3P Learning.

The values at 3P Learning were created through an interactive project that involved all of 3P's employees around the world, our leadership team, our Board of Directors and our customers.

## Our five company values are:



Create Lifelong Learners	Find Better Ways	Make It Happen	Be Authentic	Thrive Together
<i>We are a team who care deeply about creating something special; we are purpose driven and passionate about our work, as well as the success of all who we work with – our customers, our colleagues, our partners and each other.</i>	<i>Discovering better ways to <u>learn</u>, to <u>work</u>, to <u>create</u>, and to <u>be</u> is the foundation of our culture. We strive to keep looking forward. We are always evolving, imagining more and being better at all that we do.</i>	<i>We are a results focused team who love to succeed. We are fast and flexible, and we set and achieve ambitious goals. We thrive on going further than we thought was possible.</i>	<i>We are true to ourselves. We are respectful, courageous, unique and honest. We value diverse perspectives. We keep it real, and we bring this to life in our actions, and our mindset, to help us to achieve more.</i>	<i>We are one global team, made of many. We are truly connected and also empowered to succeed as individuals. We grow together, are stronger together and we trust one another.</i>

At 3P Learning we consider that our purpose and values are brought to life in our people, our products and our process, to build our long-term leadership in education technology, and to support the teaching of core life-changing skills (reading, writing and arithmetic).

Our purpose and values also drive focus and enhance the achievement of our strategic goals from the Board level to senior executives, and to all 3P Learning teams.

### Recommendation 3.2 – Code of Conduct

The Board has adopted a Code of Conduct which sets out the values, commitments, ethical standards and policies of 3P Learning. This important document outlines the minimum standards of conduct expected of 3P Learning's business and people, taking into account 3P Learning's legal obligations and other obligations to its stakeholders. The Code of Conduct applies to all Directors, as well as all officers, employees, contractors, consultants and other persons that act on behalf of 3P Learning and its associates. It encourages staff to 'speak up' so that work-place related concerns and problems are dealt with fairly, sensitively and quickly.

The 3P Learning Code of Conduct is published on our website at:  
<https://www.3plearning.com/investors/governance>

### Recommendation 3.3 and 3.4 – Whistleblower Policy & Anti-bribery and Corruption Policy

In keeping with the spirit of the Code of Conduct and to operate within a culture of transparency and disclosure, we also maintain and abide by our Whistleblower Policy and Anti-bribery and Corruption Policy.

In accordance with the terms of this policy and our Code of conduct, any material breaches will be immediately reportable to the Board.

The policies mentioned above are available on the 3P Learning website.

## Principle 4 – Safeguard the Integrity of Corporate Reports

### Recommendation 4.1 – Audit Committee

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 the Company's financial reporting systems and financial statements.

The chairperson of the Audit and Risk Committee is Ms Kathy Ostin, who brings her extensive audit background, being formerly an audit partner at KPMG as well as being the Chairperson on Audit & Risk Committees of publicly listed companies.

Name of Committee	Audit and Risk Committee		
Composition	The members of this committee are four independent, non-executive directors		
Meetings	The committee met four (4) times during the reporting period.		
Roles and attendance	For financial Year ended 30 June 2024		No. of meetings attended
	Chairperson	Kathy Ostin	4
	Members	Mark Lamont	4
		Allan Brackin	4
		Belinda Rowe	4

The Audit and Risk Committee Charter is available on the 3P Learning website at:  
<https://www.3plearning.com/investors/governance>

### Recommendation 4.2 – CEO and CFO Declaration

In relation to the financial statements for the financial year ended 30 June 2024 and the half-year ended 31 December 2023, the Company's CEO and CFO have provided the Board with declarations that, in their opinion:

- the financial records of the Company have been properly maintained;
- the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the Company; and
- their opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.

### Recommendation 4.3 – Periodic Corporate Reporting

All periodic reports are subject to approval from the Board or a Board Committee before release and this approval process includes confirmation from management to the Directors that the relevant report has been reviewed and is accurate.

3P Learning's half year and full year financial statements are reviewed by the Company's external auditor.

The Company's periodic reports are available at <https://www.3plearning.com/investors/results/>.

## Principle 5 – Make Timely and Balanced Disclosure

### Recommendation 5.1 – Continuous Disclosure Obligations

The Board has adopted a Disclosure and Communication Policy, which sets out 3P Learning's commitment to the objective of promoting investor confidence and the rights of shareholders by:

- complying with the continuous disclosure obligations imposed by law;
- ensuring that company announcements are presented in a factual, clear and balanced way;
- ensuring that all shareholders have equal and timely access to material information concerning 3P Learning; and
- communicating effectively with shareholders and making it easy for them to participate in general meetings.

The policy is periodically reviewed to check that it is operating effectively and whether any changes are required to the policy.

The Disclosure and Communication Policy is available on 3P Learning's website at:

<https://www.3plearning.com/investors/governance>

### Recommendation 5.2 – Material Announcements

The Company Secretary ensures that its Board receives copies of all material market announcements promptly after their release to the market. Automatic notifications have been set up to ensure that all Directors receive a copy of the announcements at their time of release.

### Recommendation 5.3 – Investor Presentations released to ASX

The Company generally conducts investor presentations soon or immediately after the release of its half year or full year results.

In these sessions the management team aims to provide a review of the Company's strategy and performance for the reporting period. In these sessions new investors have the opportunity to engage with the senior management team and/or its Board members in accordance with the Company's Disclosure and Communication Policy.

In the event that any standalone analyst presentations are prepared which may contain materially new information that is not yet or not previously disclosed to the market, the Company will release a copy of the presentation materials on the ASX market announcement platform ahead of the presentation.

## Principle 6 – Respect the Rights of Security Holders

### Recommendation 6.1 – Material Announcements

3P Learning respects the rights of its shareholders and has adopted policies and practices to facilitate the effective exercise of those rights.

Shareholders are provided information about the Company, how to engage with the Company, and the opportunity to participate at general meetings.

Information concerning 3P Learning and its governance practices can be found online at [www.3plearning.com](http://www.3plearning.com). On this website shareholders will find:

<a href="#"><u>Shareholders Page</u></a>	General information for our shareholders, including how to update their information with our share registry.
<a href="#"><u>About 3P</u></a>	Details in relation to a range of information about our Board and Leadership team, and information about our products and partnerships.
<a href="#"><u>Financials</u></a>	Details in relation to the Company's financial results information and investor presentations. Annual Reports which can also be accessed <a href="#"><u>here</u></a> .
<a href="#"><u>Governance</u></a>	Access to the Company's constitution, Board and Board Committee Charters, key policies and details in relation to the Company's equity incentive plans.

For one of our shareholder pages visit: <http://www.3plearning.com/investors/>

### Recommendation 6.2 – Investors Relations Program

The Board has adopted a Disclosure and Communication Policy which supports its commitment to effective communication with its shareholders. In addition, 3P Learning intends to communicate with its shareholders:

- by making timely market announcements;
- by posting relevant information on to its website;
- by inviting shareholders to make direct inquiries to 3P Learning; and
- through discussion at general meetings.

The Disclosure and Communication Policy is available on 3P Learning's website [here](#).

3P Learning participates in a shareholder engagement program which includes briefing presentations and events throughout the year. The program may include ad-hoc briefings with analysts as well as formal investor roadshows with institutional and private investors, usually after the release of Half Year and Full Year results, in order to foster a forum for communication with our shareholders. Shareholders are also invited to engage with our Board and management at the ATM.

From our engagement with shareholders we seek and take onboard feedback about the nature of information that they believe would be useful to improve their understanding 3P Learning, our operations, strategic goals and performance. This information can inform our approach to information of interest to shareholders, including in corporate reporting via the ASX.

### Recommendation 6.3 – Meeting Participation

3P Learning shareholders are encouraged to attend and participate in the Annual General Meeting (AGM), either in person, or by proxy to engage with our Board. In addition, the Company's external auditor is made available to attend the AGM and to answer questions about the conduct of the audit and the preparation and content of the auditor's report.

Details of the AGM are notified to security holders on our website and, if requested, sent by email or post. Shareholders can easily update their communication preferences to receive documents electronically or by post by contacting our registry, Link Market Services (refer to section 6.5 below).

#### **Recommendation 6.4 – Voting at Meeting of Security holders**

Resolutions at 3P Learning's general meetings of shareholders have historically all been decided by a poll rather than a show of hands. The Company believes that this approach provides a more equitable basis to ensure all shareholders who are capable and willing to vote, have the opportunity to do so.

#### **Recommendation 6.5 – Communication with Share Registry**

3P Learning shareholders can easily make or update their communication preferences to receive documents electronically or physically.

3P Learning encourages all shareholders to provide an email address to Link Market Services to receive our communication and shareholder notices, including for items such as meeting documents and Annual Reports.

Shareholders can update their communication preferences by contacting Link Market Services by telephone during business hours at **1300 554 474** (in Australia) or **+61 1300 554 474** (outside Australia), or by logging in online at <https://investorcentre.linkmarketservices.com.au/> using their details as security holder.

Shareholders can also contact us by email at [investors@3plearning.com](mailto:investors@3plearning.com).

### **Principle 7 – Recognise and Manage Risk**

#### **Recommendation 7.1 – Risk Committee**

The Board has established an Audit and Risk Committee to, amongst other things, ensure 3P Learning has an effective risk management system in place and to manage key risk areas. The Committee has reviewed the Company's risk management framework during the reporting period and has satisfied itself that it remains sound.

Please refer to section 4.1 above for details of the Audit and Risk Committee's composition, the meetings held throughout the reporting period, and the independence of committee members.

#### **Recommendation 7.2 – Risk Management Framework**

3P Learning's senior leadership team is responsible for the design and implementation of the risk management systems to manage the Company's risks, guided by the risk appetite set by the Board. Management is responsible for the day-to-day operations of 3P Learning and reports regularly to the Audit and Risk Committee Charter on the response of controls in place.

The Audit and Risk Committee is delegated by the Board to assess and monitor matters related to the Company's risk culture. Reports from management to this Committee in relation to new and emerging sources of risk, the response of risk controls and mitigation measures are monitored. The Committee reviews and assesses the effectiveness of controls and whether the Company is operating within the risk appetite set by the Board.

The Committee also reviews the Company's Risk Management Framework at least annually to satisfy itself that the framework continues to be sound.

The Company's Risk Management Framework was reviewed during the reporting period by the Audit and Risk Committee to oversee that the Company is operating with due regard to the risk appetite set by the Board.

### Recommendation 7.3 – Internal Audit Function

3P Learning does not currently have an internal audit function. However, as set out in the Audit and Risk Committee Charter, the Committee has responsibility to ensure that 3P Learning has appropriate internal audit systems and controls in place, and to oversee the effectiveness of these internal controls. The Committee is also responsible for overseeing the relevant incidence response to any material breach (actual or suspected) in relation to the Company's key risk areas, and this includes the conducting investigations of breaches or potential breaches of internal controls.

The material business risks faced by the Company, that are likely to influence the financial prospects of the Company, are set out in the Directors' Report contained in the FY24 Annual Report available on the 3P Learning website at <https://www.3plearning.com/investors/results>.

### Recommendation 7.4 – Environmental or Social Risks

The disclosures below relate to potential material exposure to environmental or social risks to 3P Learning. This is not a comprehensive list of the risks which the Company faces nor the mitigating actions that have been adopted.

**Privacy and data security:** the Company is cognisant of the industry in which it operates and meeting legal, community and customer expectations in relation to privacy of personal information and cybersecurity, as these risks have the ability to impact students, the Company's reputation, sales and consequently shareholder value. The Company also recognises that globally, community attitudes and expectations have evolved, and it is necessary to remain attune with such changes and to reflect them in the Company's operations and practices, for example, expanding risk considerations beyond the scope of personal information to 'big data' ethics (including the use of anonymous / de-identified information). We do not sell customer personal information.

The Company seeks to manage system security risks through the Risk Management Framework, which includes a periodic review of the nature and severity of the risks and by implementing and monitoring the effectiveness of controls and mitigants put in place to manage these risks. These measures include training/education for staff, policies, transparency and informed disclosures, technical, administrative and physical security measures, audits and testing both internally and by independent advisors.

**Cyber risks:** The Company delivers services and products in digital formats and in web-based environments to customers and learners (our product users). These operations engage with our technology and product teams, as well as our selected service providers to support and enable our products and services. The Company monitors risks in this digital environment and emerging community expectations. This awareness and monitoring inform our product design, service provider selection and engagement, and how processes are developed safeguard the digital and IP assets of the Company and our customers. Technology and cyber risks are also monitored through the Risk Management Framework.

**A growth focused, high performance culture:** The Company operates out of three regional offices in Australia, Canada and the United Kingdom and provides services to direct customers, schools and educational institutions in over 50 countries around the world. The Company recognises that building and maintaining a diverse, inclusive and high performing culture and workforce is important to drive

strong and sustainable performance and shareholder returns. The Company's strategic priorities are underpinned by its people, values and culture.

The recruitment and retention of high-performance staff, from a diverse range of backgrounds, skill sets and geographic backgrounds is important for the Company's ongoing product excellence, and delivery on its strategic goals. The Company has implemented a number of employee related initiatives, including:

- Employment engagement surveys to enable an agile feedback environment;
- Ongoing review and implementation of initiatives and measures that aligns the executive leadership to growth for our Pea-ple and 3P Learning as a company;
- Ongoing review and implementation of our employee experiences, including learning and development;
- Considering diversity in its broadest sense in recruitment activities and their benefits in driving 3P Learning's goals globally; and
- Ongoing commitment to the Company's purpose and values to drive a uniform global standard for workplace behaviour through common language and focus.

**Changes in industry / market:** the Company remains constantly in tune with changes in the industry, government policy, funding and expectations, the competitive landscape and innovation and advances in technology. The measures the Company has in place to monitor and mitigate this risk includes:

- appropriate engagement with governing education bodies, monitoring policy changes,
- collecting and actioning customer feedback,
- developing and leveraging a scalable digital publishing platform that allows rapid development and reconfiguration of products to serve international markets, pedagogy and curriculums,
- participation in industry events and
- regular discussion about risks and strategy at a Board and senior management level.

The team at 3P Learning apply a focus on making *Better Ways to Learn*. This includes a focus to ensure our products provide an engaging and educationally sound user experience, and developments that are designed to ensure our products remain relevant to learners, teachers and parents.

**Environment:** The Company has limited direct environmental risks. In the physical environment the Company, our service providers (such as cloud hosted services), and our learners and customers, use and engage with current and emerging technologies. Our product development and use can therefore be estimated or measured against relevant environment and climate related risks. These areas are increasingly considered by shareholders when making a decision to hold shares in the Company. The Company is monitoring these developments and requirements.

## Principle 8 – Remunerate Fairly and Responsibly

### Recommendation 8.1 – People & Culture Committee

The People and Culture Committee ("P&CC") is established by the Board with the responsibility for developing, reviewing and making recommendations on:

- 3P Learning'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;
- equity based remuneration plans for senior executives and other employees; and
- superannuation arrangements for directors, senior executives and other employees.

Please refer to Recommendation 2.1 above for details of the P&CC's composition, the meetings held throughout the reporting period, and their independence.

### **Recommendation 8.2 – Remuneration Policy and Practices**

The policies regarding remuneration of non-executive directors, the remuneration arrangements of the Executive Chairman, and employment arrangements of other key management personnel and senior management, are disclosed separately in the Remuneration Report section of the FY24 Annual Report available here: [www.3plearning.com/investors/results](http://www.3plearning.com/investors/results)

### **Recommendation 8.3 – Equity-based remuneration scheme**

The Company has an equity-based incentive plan that provides eligible employees with an opportunity to acquire an ownership interest in the Company or gain an economic exposure to the shares in the Company. The plan is administered by the Board in accordance with the 3P Equity Incentive Plan Rules.

A summary of the Long Term Incentive (LTI) plans for senior executives which describes the award, performance hurdles, performance period and vesting conditions can be found on our website and in our Company Annual Report.

The Company's policy is that participants in the plan 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.

This has been set out in the 3P Learning Trading Policy, and the policy also provides that designated persons are not permitted to enter into margin lending arrangements relating to 3P Learning's shares, not to engage in short term or speculative trading in 3P Learning's shares or in financial products associated with 3P Learning's securities, and must not deal in financial products associated with 3P Learning's securities, except for the type of dealing permitted by law or under the policy.

The 3P Learning Trading Policy and a summary of the Company's Equity Incentive Plan is available at: [www.3plearning.com/investors/governance](http://www.3plearning.com/investors/governance)

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**The award-winning team behind**



**3P Learning Limited**

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