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## **CORPORATE GOVERNANCE STATEMENT**

**June 2019**

The Board of Directors of Bardoc Gold Limited is responsible for the Corporate Governance of the group. The Company continues to embrace the ASX Principles of Good Corporate Governance and Best Practice Recommendations.

Commensurate with the spirit of the Recommendations, the Company has followed each recommendation where the Board has considered the recommendation to be an appropriate benchmark for corporate governance practices, taking into account factors such as the size of the Company and Board, resources available and past and current activities of the Company. The Corporate Governance information is available on the Company's website at [www.bardocgold.com](http://www.bardocgold.com) along with the ASX Appendix 4G, a checklist cross-referencing the ASX Principles and Recommendations to disclosures in this statement, the current company annual report and the Company website.

This statement outlines the main Corporate Governance practices that were in place throughout the 2019 financial year and incorporates recent changes to the Bardoc Gold Board.

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

The Board has adopted a charter which sets out the role and function of The Board. The Board has considered and identified the functions reserved to the Board and those functions that are delegated to Senior Executives. A copy of this is available on the Company website. In carrying out its responsibilities and exercising its powers, the Board at all times recognises its overriding responsibility to act honestly, fairly, diligently and in accordance with the law in serving the interests of the Shareholders, as well as its employees, customers, and the community.

The Company has in place a written agreement with each Director and any senior executives or consultants setting out the terms of their appointment. The Board recognises the importance of a formal Performance Evaluation but as the Board has evolved following the mergers with Aphrodite Gold Limited and Excelsior Gold Limited, it believes that a formal Performance Evaluation is not required at this point in time. Informal discussions are undertaken during the course of the year in relation to the performance of board members and any senior executives.

The Board does not believe that any Director has served on the board for a period which could, or be perceived to, materially interfere with his ability to act in the best interests of the Company.

If it is necessary to appoint a new Director to fill a vacancy on the Board or to complement the existing Board, a potential base of possible candidates is considered and, if required, external consultants may be engaged to assist in the selection process. Appropriate checks are undertaken prior to any appointment, including (but not limited to) references, qualifications, criminal record and bankruptcy history. An informal induction program is undertaken by the Company Secretary for any new appointments to the Board. The Company Secretary is accountable to the board on all matters to do with the proper functioning of the board.

All material information about a candidate standing for election or re-election is included in the Notice of meeting to security holders.

Directors are encouraged to undertake continuing education relevant to the discharge of their obligations as Directors of the Company. Subject to prior approval of the Board, the reasonable cost of such education is met by the Company. Directors are regularly briefed on any relevant changes to legislation and practices that may affect the Company.

### Diversity Policy

Diversity includes, but is not limited to, gender, age, ethnicity and cultural background. Bardoc is a forward thinking and dynamic organisation that holds its people in the highest esteem and considers them to be its greatest asset. The Company is committed to diversity and recognises the benefits arising from employee and board diversity and the importance of benefiting from all available talent. Accordingly, the Company has established a diversity policy, which is available on the Company's website.

The Company recognises that the mining and exploration industry can often be male dominated in many of the operational sectors and the pool of women with appropriate skills may be limited in some instances, however, the board notes and supports the increase of women involved in the mining and junior exploration sector. Where possible, the Company will seek to identify suitable candidates for board positions from a diverse pool that is not limited by gender, age, ethnicity or cultural background.

This diversity policy outlines requirements for the Board to develop measurable objectives for achieving diversity, and annually assess both the objectives and the progress in achieving those objectives. Accordingly, the Board has developed the following objectives regarding gender diversity and aims to achieve and maintain these objectives over the next five years as/if any director and senior executive positions become vacant and appropriately qualified candidates become available:

	Diversity Objectives		Progress at 30 June 2019	
	No.	%	No.	%
Women appointed to the Board	-	-	-	-
Women to senior management roles	1	20	1	16.67
Women across the whole organisation	1	20	6	35.29

The Company conducts its operations as a listed entity in accordance with Principle 1, other than in relation to the matters specified below:

Recommendation	Notification of Departure	Explanation of Departure
<p><b>Recommendation 1.6</b> A listed entity should:</p> <p>(a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and</p> <p>(b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process</p>	<p>The Board has not conducted a formal Performance Evaluation.</p>	<p>The Board recognises the importance of a formal Performance Evaluation but as the Board has evolved following the mergers with Aphrodite Gold Limited and Excelsior Gold Limited, it believes that a formal Performance Evaluation is not required at this point in time. Informal discussions are undertaken during the course of the year in relation to the performance of board members and any senior executives. It will continue to consider the efficiencies and merits of a more</p>

Recommendation	Notification of Departure	Explanation of Departure
		formal Performance Evaluation of the Board, its committees and individual Directors.
<p><b>Recommendation 1.7</b></p> <p>A listed entity should:</p> <p>(a) have and disclose a process for periodically evaluating the performance of its senior executives; and</p> <p>(b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process</p>	<p>The Company has not conducted a formal Performance Evaluation during the year</p>	<p>The Company recognises the importance of a formal Performance Evaluation but with changes in personnel following the merger with Excelsior Gold Limited it did not conduct a formal performance review with executives during the financial year. An annual performance review with each staff member was conducted during July 2019.</p>

## Principle 2 – Structure the Board to add value

### Board Composition

The skills, experience and expertise relevant to the position of each Director who is in office are detailed in the annual report of the Company.

The names of the Directors and date of appointments are:

Board of Directors	Date of appointment	Independent
Peter Buttigieg	4 January 2018	Yes
John Young	29 June 2017	No
Neil Biddle	29 June 2017	No
Rowan Johnston	3 October 2018	No
Tony Leibowitz	13 March 2019	Yes

The Company currently has a Board of five Directors comprising two Executive Directors, a Non-Executive Chairman and two Non-Executive Directors.

As an overriding principle, the Board seeks a mix of skills suitable for a junior resources company listed on the Australian Securities Exchange. A summary of the key board skills matrix is set out below:

Director/Skills	Capital Markets	Resources Industry	Mining/Engineering	Finance/HR	Listed Company
Peter Buttigieg	√	√		√	√
John Young	√	√	√		√
Neil Biddle	√	√	√		√
Rowan Johnston	√	√	√		√
Tony Leibowitz	√	√		√	√

When determining whether a Non-Executive Director is independent, the Director must not fail any of the following materiality thresholds:

Less than 10% of Company shares are held by the Director and any entity or individual directly or indirectly associated with the Director;

No material sales are made to or purchases made from any entity or individual directly or indirectly associated with the Director; and

None of the Director's income or the income of an individual or entity directly or indirectly associated with the Director is derived from a contract with any member of the economic entity other than income derived as a Director of the entity.

The Board also acknowledges the grant of Performance Rights to Non-Executive Directors is contrary to the Recommendations on Independence, however, the Board considers the grant of Performance Rights is reasonable in the circumstances, given the necessity to attract the highest calibre of professionals to the Company, whilst maintaining the Company's cash reserves. The Board also notes that it is common in the junior exploration industry to award rights to Executive and Non-Executive Directors. The Board considers that in view of the financial, legal and other responsibilities assumed by Directors of public companies, the payment of monetary Directors' fees alone is often not an adequate reward and does not provide an adequate incentive to keep Board members and Directors of the requisite level of experience and qualifications. The Board does not consider that there are any significant opportunity costs to the Company or benefits foregone by the Company in issuing the Options or Rights.

Each Director has the right of access to all relevant Company Information and to the Company's Executives and, subject to prior consultation with the Chairman, may seek independent professional advice in the furtherance of their duties as Directors at the Company's expense.

Following the merger with Excelsior Gold Limited, Mr David Hatch was appointed as the Independent Chairman and was subsequently replaced by Mr Tony Leibowitz. The Board recognises the importance of an Independent Chairman and the benefits it brings to board deliberations.

The Company conducts its operations as a listed entity in accordance with Principle 2, other than in relation to the matters specified below:

Recommendation	Notification of Departure	Explanation of Departure
<p><b>Recommendation 2.1</b> Nomination Committee</p>	<p>The Board has decided not to form a Nomination Committee</p>	<p>The Board continues to believe that no efficiencies or other benefits would be gained by establishing a separate Nomination Committee. In any event, the Board has adopted a Nomination Committee Charter which is equally suited to use by the full Board or a subcommittee. The Board regularly reviews whether it has the appropriate balance of skills, knowledge, and experience suitable for a Company in the junior resources sector.</p>
<p><b>Recommendation 2.4</b> A majority of the Board should be Independent Directors</p>	<p>The Company did not have a majority of independent Directors.</p>	<p>In June 2017, Mr Biddle and Mr Young joined the Bardoc Board. As part of the merger with Excelsior, Mr Johnston joined the board. In March 2019 Mr Leibowitz joined the board as Non-Executive Chairman. The Company notes that a majority of Independent Directors may be</p>

Recommendation	Notification of Departure	Explanation of Departure
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desirable over the longer term, but will also keep in mind the specific needs of the Company in the short to medium term.

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

The Company has adopted a code of conduct for Directors and Executives with the overriding principle that Directors and Executives must act honestly, in good faith and in the best interest of Bardoc Gold Limited ('the Company') as a whole. A copy of the code of conduct is available on the Company website.

In addition, the Company has adopted a share trading policy regarding Directors and employees trading in its securities of the Company. The overriding principle in dealing with any securities is contained in the insider trading provisions of the Corporations Act and provides that a person cannot buy or sell shares when they are in possession of information which isn't generally available, which could reasonably be expected to have a material effect on the share price of a company if that information was generally available. In addition, there are certain closed periods where trading in the Company's securities is not permitted. A copy of the share trading policy is available on the Company website.

### Principle 4 – Safeguard integrity in Financial Reporting

The Board has established an Audit & Risk Committee and adopted a formal charter. The purposes of the Audit & Risk Committee is to assist the Board in fulfilling its statutory and fiduciary responsibilities relating to the external reporting of financial information, the internal control and operational risk management framework, the independence and effectiveness of audit and compliance with laws and regulations. A copy of the charter is available on the Company website.

During the year, the company had the following members of the Audit Committee:

- Rowan Johnston - Chairman
- Peter Buttigieg – Non-Executive Director
- Alan Boys (resigned 17 September 2018)
- Roger Mitchell (resigned 3 October 2018)
- Sam Randazzo (resigned 13 March 2019)

During the year, the Audit Committee met twice. The Board reviews the performance of the External Auditor on an annual basis. The Company currently requires the partner managing the audit for the External Auditor be changed within a period of five years from engagement. It is a requirement of the Company that the External Auditor attend the Annual General Meeting of the Company.

The Company conducts its operations as a listed entity in accordance with Principle 4, other than in relation to the matters specified below:

Recommendation	Notification of Departure	Explanation of Departure
<p><b>Recommendation 4.1</b></p> <p>The board of a listed entity should:</p> <p>(a) have an audit committee which:</p> <p>(1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, who is not the chair of the board</p>	<p>The Board has only two Directors on the Audit Committee and was only chaired by an Independent Director for part of the year</p>	<p>During the year the Board was comprised of either four or five Directors. The Audit Committee includes at least one Independent Non-Executive Director.</p>

The Board, before it approves the financial statements for a financial period, receives from the CEO equivalent and the Company Secretary/CFO equivalent a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.

## Principle 5 – Make timely and balanced disclosure

The Company is committed to complying with the continuous disclosure obligations of the Corporations Act and the listing rules of Australian Securities Exchange Limited (ASX). The Company has adopted a written policy on disclosure of information, a copy of which can be found on the Company website.

The Company Secretary has been appointed as the person responsible for communications with the Australian Securities Exchange. In addition, the Company Secretary has responsibility for overseeing and coordinating disclosure of information and communicating with the Chief Executive Officer and the Board in relation to continuous disclosure matters.

The company adopted an enhanced securities trading policy that includes specific requirements during closed periods.

## Principle 6 – Respect the rights of Shareholders

Bardoc Gold Limited recognises the right of Shareholders to be informed of matters, which affect their investments in the Company. The Board aims to ensure that the Shareholders are informed of all major developments affecting the Company. The Company has adopted a written policy on Shareholder communication, a copy of which can be found on the Company website.

The Board encourages participation of Shareholders at the Annual General Meeting and on occasion provides a presentation on the Company which is also lodged with the Australian Securities Exchange Limited (ASX). The Company's share registrar Computershare and its PR advisor Read Corporate encourages shareholders to receive communications electronically.

The Company's Auditor, Bentleys, is required to attend the Annual General Meeting and is available to answer questions from Shareholders about the conduct of the annual audit.

## Principle 7 – Recognise and manage risk

The Company is a junior resource entity at exploration stage with no current production operations. The Board is responsible for risk oversight and management. Day to day responsibility is delegated to the Chief Executive Officer and Executive Directors. During the year, the board established a Risk management framework and have previously established and implemented a safety management program. It is proposed that the board will review the risk management framework annually. The Chief Executive Officer and Executive Directors are responsible for Risk management and the Company Secretary will manage the Company’s internal controls. The Audit & Risk Committee will oversee corporate, project and financial risk management and internal compliance.

The Chief Executive Officer and Company Secretary have declared in writing to the Board, that the financial reporting, risk management and associated compliance and controls have been assessed and found to be operating efficiently and effectively. Due to the size and level of operations of the Company, the Company does not have a formal internal audit function with any relevant matters considered by the Audit & Risk Committee.

The Company does not believe it has any current material exposure to economic, environmental and social sustainability risks but it does monitor Australian and global share and capital markets closely.

The Company conducts its operations in accordance with the Principle 7, other than in relation to the matters specified below:

Recommendation	Notification of Departure	Explanation of Departure
<b>Recommendation 7.1</b> The Board should establish a Risk Committee	The Board has not formed a separate Risk Committee	Due to the size and development phase of the Company, the Board has no formal Risk Committee. All matters pertaining to Risk Management are dealt with by the Audit Committee and the full Board, taking independent advice if required.
<b>Recommendation 7.2</b> The Board should review the risk management framework at least annually	The Board adopted a Risk management framework during the year	Due to the size and development phase of the Company, the Board has only recently adopted a risk management framework and proposes to review this annually.

## Principle 8 – Remunerate fairly and responsibly

Details in relation to the Company’s remuneration policy are disclosed in each Annual and Directors’ Report. The Company conducts its operations in accordance with the Principle 8, other than in relation to the matters specified below:

Recommendation	Notification of Departure	Explanation of Departure
<b>Recommendation 8.1</b> The Board should establish a Remuneration Committee	The Board has not formed a separate Remuneration Committee	Due to the size and development phase of the Company, the Board has no formal Remuneration Committee. All matters pertaining to remuneration are dealt with by the full Board, taking independent advice if required.

Recommendation	Notification of Departure	Explanation of Departure
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**Recommendation 8.2**

Distinguish between structure of Non-Executive Directors remuneration from that of Executive Directors and Senior Executives

The Company has issued incentive options and performance rights to Non-Executive Directors

The Board acknowledges the grant of Share Options and Performance Rights to Non-Executive Directors is contrary to the Recommendations, however, the Board considers the grant of Director Options and Performance Rights is reasonable in the circumstances, given the necessity to attract the highest calibre of professionals to the Company, whilst maintaining the Company’s cash reserves. The Board also notes that it is common in the junior exploration industry to award options or rights to Non-Executive Directors.

The Board considers that in view of the financial, legal and other responsibilities assumed by Directors of public companies, the payment of monetary Directors’ fees alone is often not an adequate reward and does not provide an adequate incentive to keep Board members and Directors of the requisite level of experience and qualifications.

The Board does not consider that there are any significant opportunity costs to the Company or benefits foregone by the Company in issuing the Options or Rights.

The Company has a policy for Trading in Company Securities, which is binding on all Directors and employees. A copy of this policy is available on the Company’s website. In addition, the Company prohibits the hedging of any options or rights granted under the Bardoc rights and option plan. This relates to vested and unvested rights and options. Prohibited hedging practices include put/call arrangements over “in money” options or rights that may limit the risk of participating in the grant of share options or rights. The Board considers such hedging to be against the spirit of the grant of share options or rights and inconsistent with shareholder objectives.

Further information about the Company's corporate governance practices are set out on the Company's website at [www.bardocgold.com](http://www.bardocgold.com)

This Statement is made with a resolution of the Directors.

**RUSSELL HARDWICK**  
**COMPANY SECRETARY**

Dated at Perth this 20<sup>th</sup> day of September 2019.