



TRAVELLERS CHOICE LTD
**CORPORATE GOVERNANCE
STATEMENT 2018**

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OVERVIEW

The Board of Travellers Choice Limited (Travellers Choice, the Company) governs the business on behalf of its member/shareholders with the prime objective of protecting and enhancing member/shareholder value. The Board is committed to the highest standards of ethics and integrity and ensures that the senior management group runs the Company in accordance with these standards.

This Corporate Governance Statement is for the information of the shareholders/members on whose behalf the Board operates. The statement has been approved by the Board and outlines the main corporate governance practices employed by the Company. As a proud cooperative in the travel industry, the Company endorses the Co-operative and Mutual Enterprise (CME) Governance Principles developed by the Business Council of Co-operatives and Mutuals (BCCM) in partnership with the CME 100 Chairs' Forum.

These Principles and Recommendations were released in July 2018 and a copy can be accessed at bccm.coop/what-we-do/governance-principles.

Where the Company has not adopted a particular recommendation, a detailed explanation is provided. This statement is current at 30 September 2018.

PRINCIPLE 1 CREATE, PROTECT AND RETURN MEMBER VALUE

Travellers Choice acts on behalf of its members to achieve its agreed purpose by pursuing the sustainable creation, protection and return of value to current and future members.

The Board is responsible for:

- a) Developing a clear set of strategic objectives designed to ensure the sustainable creation, protection and return of value for current and future members, consistent with its governing documents, purpose and primary activities;
- b) Obtaining collaboration and support for these strategic objectives from the membership;
- c) Monitoring and reviewing the activities undertaken towards the Company's strategic objectives; and
- d) Reporting regularly to members as to the achievement of goals associated with delivery of strategic objectives.

The Board uses its annual member meetings and annual conference to communicate with members from time to time the strategic objectives developed by the Board and performance against these. In addition, from this year, the strategic framework is included in the Annual Report of the Company.

PRINCIPLE 2 LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

Travellers Choice establishes and discloses the respective roles and responsibilities of its Board and management and how their performance is monitored and evaluated.

The relationship between the Board and senior management group is critical to the Company's long-term success. The Board is responsible for the performance of the Company in both the short and longer term and seeks to balance sometimes competing objectives in the best interests of the Company as a whole. The key aims of the Board are to ensure that the Company is properly managed to mitigate risk and has an appropriate corporate governance structure to ensure the creation and protection of members' value. The role and responsibilities of the Board, the Chairman and individual Directors are set out in the Company's Corporate Governance Charter. A copy of this Charter is available on travelagentschoice.com.au.

Board Accountability to Members

The members/shareholders of Travellers Choice determine who is a Director and the total remuneration paid to the Board. In accordance with the Company's constitution, the majority of Board Directors are members of the Company. The experience of all Board members and their attendance at Board and committee meetings is highlighted in the Annual Report.

Due Diligence on Board Appointments

Prior to a director appointment, the Board ensures that:

- a) The appropriate checks, including background and reference checks, are conducted before appointing a person, or putting forward to members a candidate for election as a Director or officer of the Company; and
- b) Directors clearly understand the responsibilities and requirements of the role, along with the potential liabilities. The Company provides each new prospective Director with all material information in its possession that can assist the candidate and members, relevant to a decision on whether or not to elect or re-elect a Director.

Terms of Appointment

The Company's Corporate Governance Charter clearly sets out the duties and obligations of being a Director and the expectations of the role. The constitution determines the length of the appointment to the Board. It has been customary to have a written agreement in place for non-member Directors. In future, this will apply to all member Directors also.

A written agreement is in place for the CEO and the senior management.

Company Secretary

The secretary of Travellers Choice is accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board.

The CEO has been the company secretary for several years. This role is transitioning to the General Manager Finance & Administration who has attended company secretary training at the Governance Institute of Australia.

Gender and Cultural Diversity

Travellers Choice is mindful of gender and cultural diversity. It supports commitment towards creating an inclusive workplace that embraces and promotes diversity. Due to its size, the Company is not considered to be a 'relevant employer' under the Workplace Gender Equality Act, however, it does meet the most recent 'Gender Equality Indicators', as defined in and published under that Act.

As at 30 June 2018, female representation at Travellers Choice was as follows:

- 71% of the total workforce;
- 50% of senior management personnel; and
- 43% of the Board.

Board Performance

Travellers Choice annually reviews the performance of the Board, its committees and individual Directors. This review is either conducted internally facilitated by the Chairman or with the assistance of an external expert to gauge how the Company's governance practices compare to contemporary practice.

In addition, the Board includes an assessment of every Board meeting as a standard part of its meeting agenda.

PRINCIPLE 3 STRUCTURE THE BOARD TO ADD MEMBER VALUE

Travellers Choice has a Board that meets the organisation's requirements, is of an appropriate size, diversity and composition, and has the skills and commitment to discharge its duties and responsibilities effectively.

Board Composition

There are currently seven members of the Board (six registered and one de facto), with four member Directors and three non-member Directors. Of the three non-member Directors, two are considered independent. In accordance with the Company's constitution, member Directors hold the majority of Board positions at all times.

Further detail regarding the Directors' qualifications, special responsibilities, skills, experience and expertise (including the period of office held by each Director) and length of each Director's tenure is set out in the Directors' Report in the Annual Report.

Board Committees

There are currently two committees of the Board:

- (a) The Audit & Risk Committee (which provides oversight of the financials and risk issues relevant to the Company's success); and
- (b) The Strategic Issues Committee (which keeps a watching brief on emerging social, technological, customer and competitor issues that may have an impact on the Company now and into the future).

Travellers Choice does not have a nomination committee and chooses to conduct Board succession planning work using the full Board.

The Board uses a skills matrix and member persona profiling to consider the types of skills and experience that would benefit the Board composition in achieving the Company's strategic objectives.

The Board considers these when considering potential candidates to join the Board.

The matrix is also a tool for identifying professional development opportunities for existing Directors to develop and maintain the skills and knowledge required to effectively perform their role as Directors.

Role of the Chair

Travellers Choice has elected to have an independent Chairman for the past eleven years to augment the skills and experience of the Board. The role of the Chairman is an important leadership position which leads the communication with shareholders, mentors and guides the CEO, and facilitates effective decision making by the Board.

The current Chairman is standing down in November 2018 and is expected to be replaced by another experienced, independent Director.

Induction Program for Directors

Travellers Choice has a formal program for inducting new Directors. This process provides appropriate learning prior to commencing the role. The Company aims to provide opportunities for Directors to develop and maintain the skills and knowledge needed to effectively perform their role as a Director.

PRINCIPLE 4 ACT ETHICALLY AND RESPONSIBLY

Travellers Choice acts ethically and responsibly in relation to its members and other stakeholders.

Code of Conduct

A code of conduct for the Board of Directors is included in the Company's Corporate Governance Charter.

Expected standards of conduct for staff are outlined in the Company's Employee Handbook, which is provided to all employees.

Whistleblower Protection Policy

Given the size of the organisation, the Company has not previously developed a formal policy regarding whistleblower protections.

This will now be developed and communicated to ensure that employees are encouraged to report concerns in relation to illegal, unethical or improper conduct in circumstances where they may be apprehensive about raising their concern because of fear of possible adverse repercussions.

PRINCIPLE 5 SAFEGUARD INTEGRITY IN CO-OPERATIVE AND MUTUAL ENTERPRISES (CME) REPORTING

Travellers Choice has formal controls and rigorous processes that safeguard our assets, provide independent attestations to members of the integrity of our financial processes and disclosures, and can demonstrate alignment with purpose.

Audit & Risk Committee

The Audit & Risk Committee plays an important role in assisting the Board to provide oversight of the financial performance of the Company and the integrity of performance reporting.

The Chairman of the Committee is selected based on skill, experience and capability to perform the role. The current Chairman is a member Director. In the past, the Chairs have been both member Directors and independent Directors.

The terms of reference of the Audit & Risk Committee are detailed in the Company's Corporate Governance Charter.

Financial Statements

Historically, the Board of Travellers Choice has not received attestations from senior management in relation to financial statements.

However, a process will be implemented whereby prior to the Board approving the entity's financial statements for a financial period, it will receive a declaration from its Managing Director and General Manager Finance & Administration, attesting, in their opinion, that the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards, 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.

Annual General Meetings and Audits

Travellers Choice has an Annual General Meeting (AGM) prior to 30 November each year. The AGM is part of the Travellers Choice Conference each year which all members are encouraged to attend. The conference enables all members to network, be informed and developed, and ask questions of the Board and the senior management group.

Members who are unable to attend the AGM have the opportunity to declare a proxy for their vote on all matters dealt with at the AGM.

The Board closely monitors the independence of the external auditors. Each year (usually in August), the Company's lead audit partner attends a Board meeting in person or by teleconference to assist Directors with their assessment of year-end financial reports. Part of this meeting includes a Board-only session with the auditor, providing Directors with unfettered access to ask any questions regarding the audit, financial statements or cooperation of staff during the audit process.

The auditor does not usually attend the annual meeting of the members. Members have to date not requested further access to the auditor and incurring additional costs associated with the auditor attending the AGM have been deemed unnecessary.

However, should there be issues out of the ordinary, or requests received from the members, the auditor's attendance would be arranged.

PRINCIPLE 6 MAKE TIMELY AND BALANCED DISCLOSURE

Travellers Choice makes timely, transparent and balanced disclosure of all matters that a reasonable person would expect to have a material effect on the value received from ongoing membership and/or the interests of members and other stakeholders.

Twice each year, the Company's Chairman and Managing Director update the membership in person on matters relevant to the industry and the Company's performance. These meetings occur at the Shareholder Forum (immediately following the AGM) and at mid-year Member Meetings held around the country.

The Company ensures that members have access to information relevant to Travellers Choice that includes but is not limited to the following:

- a) Financial and operating results of the Company;
- b) Names of Directors and key executives;
- c) Information about material and foreseeable risk factors;
- d) Material issues regarding employees and other stakeholders; and,
- e) The Company's governance structures and policies.

PRINCIPLE 7 RESPECT THE RIGHTS OF MEMBERS AND OTHER STAKEHOLDERS

Travellers Choice respects the rights of its members and other stakeholders by enabling them to access information and, where appropriate, education and training to allow them to exercise those rights effectively.

Member and Stakeholder Communications

The Company provides information about itself and its governance to members and other stakeholders via travelagentschoice.com.au.

Member Engagement

The Company designs and implements a member engagement program to facilitate effective two-way communication with members.

This includes regular updates to the membership by the Managing Director, a member Facebook group, regular visits and contacts by Travellers Choice Business Development Managers, regular member gatherings in each state and an open culture where members have direct access to the management team and are free to raise any queries.

General Meetings

The Company promotes effective communication with the Company's member shareholders and encourages member shareholder participation at AGMs. To ensure participation, a member shareholders' forum is held immediately after the AGM, enabling members to ask questions of the Board of Directors and senior management.

The Company ensures that the explanatory notes accompanying its Notices of Annual General Meeting provide shareholders with all material information in the Company's possession relevant to a decision on whether or not to elect or re-elect a Director at an AGM. The Chair ensures that shareholders are provided with the opportunity to question the Board concerning the operations of the Company at the AGM and other shareholder meetings.

Electronic Communications

The Company's preferred method of communication is electronic, and all member correspondence is distributed in this format.

PRINCIPLE 8 RECOGNISE AND MANAGE RISK

Travellers Choice has established a sound risk management framework which is periodically reviewed for its effectiveness in relation to the creation, protection and return of member value.

The Company has a written policy in place for the oversight and management of its material business risks. The Company takes a proactive approach to risk management.

Role of the Board and Audit & Risk Committee

The Board and Audit & Risk Committee are primarily responsible for ensuring that risks are identified and reviewed in a timely manner. A copy of the Audit & Risk Committee Charter is included in the Corporate Governance Charter available on travelagentschoice.com.au.

Under the Risk Management Policy, the Board and the Audit & Risk Committee are responsible for the following:

The Board is responsible for:

- Overseeing and approving the establishment and implementation of the Company's risk management, internal controls and compliance systems;
- Reviewing the effectiveness of the Company's risk management, internal control and compliance systems at least annually, and satisfying itself that management has developed and implemented a sound system of risk management and internal control; and
- Approving the delegations of authority for day-to-day management of the Company's operations.

The Audit & Risk Committee is responsible for assisting the Board with regard to:

- The reliability and integrity of information for inclusion in the Company's financial statements;
- Company-wide risk management;
- Compliance with legal and regulatory obligations, including audit, accounting, tax and financial reporting obligations; and
- The integrity of the Company's internal control framework.

The Board reviews the risk profile of the Company at least annually and risk information is a critical input to the Board's annual strategic planning activities.

The Company's senior management also plays a significant role in identifying, assessing, monitoring and managing risks. They are responsible for assisting the Audit & Risk Committee to ensure that robust risk management exists across the organisation. The senior management team ensures that a sufficient level of risk analysis is applied to critical decisions and provides assurance to the Audit & Risk Committee that risk processes at all levels are effective and compliant with the Audit & Risk Committee Charter.

Internal Audit

The Company does not have or engage an internal audit function although it does have the capacity to engage independent, expert consultants to conduct internal audit work on its behalf if required.

Sustainability Reporting

Risks relating to the economic, environmental and social sustainability of the business are incorporated into the risk profile of the Company. The Company does not report these separately as a Sustainability Report but consideration will be given to doing so in the future.

PRINCIPLE 9 REMUNERATE FAIRLY AND RESPONSIBLY

Travellers Choice pays Director remuneration sufficient to attract and retain high quality member and independent Directors. The Company designs its executive remuneration to attract, retain and motivate high quality senior executives and employees, and to align their interests with the creation of value for members and other stakeholders.

The Board does not have a Remuneration Committee and elects to perform the work of allocation of Director fees, senior management remuneration and performance assessment as a full Board.

Directors

The annual total of fees paid to Non-Executive Directors is set by the Company's shareholders and allocated as Directors' Fees by the Board on the basis of the roles undertaken by the Directors.

Full details of Directors' remuneration appear in the Financial Statements of the Annual Report. These fees are inclusive of statutory superannuation contributions. No retirement benefits and no equity-based remuneration scheme exist for Non-Executive Directors.

Senior Management

Remuneration for senior management is generally set to be competitive, so as to both retain executives and attract appropriately skilled executives to the Company. Remuneration comprises a fixed cash element and modest variable incentive components.



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