BUILDING A BETTER COMMUNITY

CHILD CARE OPPORTUNITY

CALL FOR EXPRESSIONS OF INTEREST
VISION TO ENABLE THE COMMUNITY TO REACH ITS HIGHEST POTENTIAL.
Shellharbour Workers’ Club Limited is located in the Illawarra Region of NSW south of the Sydney Metropolitan Region and north of the Eurobodalla Region. The Club is prominently located in Shellharbour City and is bound by Wollongong City in the north, the Tasman Sea in the east, the Municipality of Kiama in the south and Wingecarribee Shire in the west.

Shellharbour City is an expanding urban area with significant rural spaces and some industrial and commercial land uses. The City encompasses a total land area of approximately 155 square kms, including beaches, rivers, National and State Parks and other significant parklands. The main urban centres are Shellharbour City Centre, Albion Park and Oak Flats. Most of the rural areas are in the south and west, with rural land used mainly for crop farming, dairy farming and grazing.

The City is served by the Illawarra Highway, the Princes Highway and the South Coast railway line. Major features of the city include Macquarie Pass National Park, Killalea State Park, Bass Point Reserve (coastal marine reserve), Blackbutt Forest Reserve, Myimbarr Wetlands, Lake Illawarra, Illawarra Regional Airport, Croom Regional Sporting Complex, Stockland Shellharbour Shopping Centre, Shellharbour Hospital, Illawarra Institute of Technology (Shellharbour Campus) and various beaches.
POPULATION & GROWTH

The most current population figures for Shellharbour City are based on the 2011 Census conducted by the Australian Bureau of Statistics (ABS). The ABS Census population of Shellharbour City in 2011 was 63,605, living in 24,498 dwellings with an average household size of 2.7. The population forecast provided in the ABS Estimated Resident Population (ERP), for Shellharbour City (as at 30 June 2013) was 67,796. Between 2011 and 2031, the population for Shellharbour City is forecast to increase by 13,092 persons (16.54% growth), at an average annual change of 0.91%.

Population growth rates in Shellharbour City have been consistently above the average for the Illawarra region mainly due to the in-migration of young families and couples attracted to the region due to relatively affordable housing, employment opportunities in nearby Wollongong, and the coastal location.
GENDER AND AGE

In 2011 the ABS reported 31,158 (49%) males and 32,477 (51%) females residing in Shellharbour City.

Comparisons between Shellharbour City and Regional NSW indicate that there is a higher proportion of people in the younger age groups (0-17 years) and a lower proportion of people in the older age groups (60+ years). 26.1% of the population of Shellharbour City were aged between 0-17 years and 19.8% were aged 60 years and over compared to 23.6% and 24.5% respectively for Regional NSW.

AGE STRUCTURE 2011

<table>
<thead>
<tr>
<th>SERVICE AGE GROUP (YEARS)</th>
<th>SHELLHARBOUR CITY</th>
<th>REGIONAL NSW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Babies &amp; Pre-schoolers (0 to 4)</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Primary schoolers (5 to 11)</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>Secondary schoolers (12 to 17)</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>Tertiary education &amp; independence (18 to 24)</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>Young workforce (25 to 34)</td>
<td>17%</td>
<td>16%</td>
</tr>
<tr>
<td>Parents &amp; homebuilders (35 to 49)</td>
<td>12%</td>
<td>11%</td>
</tr>
<tr>
<td>Older workers &amp; pre-retirees (50 to 59)</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>Empty nesters &amp; retirees (60 to 69)</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Seniors (70 to 84)</td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>Elderly (85 and over)</td>
<td>2%</td>
<td>1%</td>
</tr>
</tbody>
</table>

% OF THE POPULATION

THE NUMBER OF HOUSEHOLD TYPES 2011

HOUSEHOLD TYPES

- Couples with children
- Couples without children
- One parent families
- Other families
- Group household
- Lone person

Household and family types are highlighted in the graph below:
PATRONAGE AND MEMBERSHIP OF THE SHELLHARBOUR CLUB

Patronage and membership for our hospitality venue has shown strong growth over recent years and this trend is forecast to continue.

<table>
<thead>
<tr>
<th>FINANCIAL YEAR</th>
<th>PATRONAGE</th>
<th>INCREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010/2011</td>
<td>365,758</td>
<td></td>
</tr>
<tr>
<td>2011/2012</td>
<td>425,368</td>
<td>16.3%</td>
</tr>
<tr>
<td>2012/2013</td>
<td>481,358</td>
<td>13.2%</td>
</tr>
<tr>
<td>2013/2014</td>
<td>529,495</td>
<td>10%</td>
</tr>
</tbody>
</table>

The Shellharbour Club had over 500,000 visitors in the 2013/2014 financial year and has over 24,000 members of the Club. Of these members 54% are males and 46% are females.

MEMBERSHIP BY GENDER - MAY 2014

54% MALE
46% FEMALE

529,495 CUSTOMERS VISITED THE HOSPITALITY VENUE IN THE 2013/2014 FINANCIAL YEAR

10,182 CUSTOMERS PER WEEK OF WHOM 75.06% WERE MEMBERS
MEMBERSHIP GROWTH

Following major renovations to the venue in 2011, new Club memberships within 20 and 30 minute drive time of the Club has doubled and new Club memberships in the 45 and 60 minute drive time have almost tripled. This indicates that the venue has been successful over recent years in attracting residents living further away, helping to expand the Club’s membership base beyond the immediate area.
Shellharbour Workers’ Club has established an Estate Plan which details the vision and management framework including an Estate Mandate and Master Plan that will guide the progressive development of the Club’s property assets over the next 20 years. This will make the Club an investor in a range of property assets - Shellharbour Workers’ Club will become a Group business.
Perspective of the fully developed Estate
To guide the Estate Plan implementation, the Club has developed an Estate Mandate which sets out the rules for diversification and provides an overview of the strategy for delivery of individual projects in stages.

**ESTATE MANDATE**

The aim of the Estate Mandate is to:

- **Determine and capture through development and investment the highest and best uses and values for the Group’s property, including:**
  - Hospitality Venue (the core asset); and
  - Non-core diversified uses that are complimentary to the core asset.

- **Maintain as investor the control/ownership of all land upon which all uses are established through the development of the Group’s property to:**
  - Generate and maintain diverse income streams for the Group through leasehold or other appropriate agreements;
  - Retain all development profits from the creation of long-term leaseholds for the furtherance of the Group’s Estate Plan;
  - Secure sound capital and income growth for all uses established through development for later use in the furtherance of the Group’s Estate Plan and in accordance with the Group’s vision;

- **Manage a transparent risk management strategy for the Group for planning, leasing, finance, construction, investment and financial risks (including tax); and**

- **Ensure the Group’s Estate is managed effectively for debt funding such that wherever possible debt is limited to the subdivided titles of the Estate with limited recourse to the Group P&L or Balance Sheet.**
MASTER PLAN

The Master Plan provides a steering document and communication tool and visually describes the overall development concept of the site and guides its delivery in stages.

The Master Plan has been informed by the following principles:
• Protection and enhancement of the core asset - The Shellharbour Club hospitality venue;
• Identification of commercial opportunities that will complement and enhance the hospitality venue;
• Retention and growth of car parking numbers to support patronage to all assets;
• Minimising the disruption to the hospitality venue and patrons;
• Layering the development on the site to minimise earthworks cut/fill requirements;
• The staging of development on the site in accordance with the likely commercial opportunities and developing uses within precincts.

In the development of the Master Plan the following have been considered:
• Road access to and from the hospitality venue;
• Traffic and patron flow into and around the hospitality venue;
• Building mass, location and size;
• Environmentally Sustainable Design (ESD) and "Green Technology" opportunities that align with the future development works;
• Project sizes and types align with a staged implementation of the overall Estate Plan;
• Connectivity between future uses and precincts.

The primary focus areas of the Master Plan over the next two-three years will be on the continued upgrades to the hospitality venue as the core asset and the progressive integration of non-core assets.

Immediate Core asset projects will include:
• Extension and resurfacing of the carpark;
• Extension and upgrades to the indoor and outdoor gaming areas;
• Conversion of the existing auditorium space into a new dining and event space;
• Renovations to the sports bar, lounge bar, staff areas and back of house facilities;
• Upgrades to the children’s play areas; and
• Continued renewal of furniture, fixtures and equipment to ensure that the hospitality venue remains fresh and market relevant.

Immediate Non-Core projects will include:
• Development of the Swim and Fitness Centre in collaboration with the McKeon Swim School;
• Expression of Interest for feasibility of the Childcare Site.
SHELLHARBOUR WORKERS’ CLUB LTD. CHILDCARE CENTRE CALL FOR EXPRESSIONS OF INTEREST
Shellharbour Workers’ Club is offering an opportunity for an experienced and quality childcare operator or person to collaborate with the Club in the delivery of a responsive and creative solution to the ever increasing demand for childcare in this area.

The potential here is to create a benchmark facility within the industry for quality childcare and as such the Club is seeking to ensure that this opportunity is optimised. It is essential that delivery of a unique, innovative and contemporary facility is created and is representative of the overall development of the site and ultimately responsive to the vision of the Club.

The operator will have proven experience with:

• Design, development and fit out of successful, contemporary child care facilities;
• Development and implementation of unique and innovative learning, education and development programs for children;
• Operational management associated with the delivery of services and facilities for children;
• Statutory compliance relevant to the development and operation of childcare services and facilities.

The allocated site for this potential development is the south/west corner of the Club site which will provide for a significant building structure, large outdoor spaces and convenient adjacent car parking.
SHELLHARBOUR WORKERS’ CLUB LTD. CHILDCARE CENTRE CALL FOR EXPRESSIONS OF INTEREST

SITE FACTS

• Proposed total land area is 7,345m² including an access way to Wattle Road;
• Proposed land area for development excluding the access way is 5,500m²;
• A single storey, 90 place childcare facility is shown in the plan and perspective within this document and is indicative only and has a footprint and a single storey building area of 900m² (indoor and undercroft) with approximate footprint dimensions of 18 metres by 50 metres;
• Technically there is additional capacity on the 5,500m² land area for a larger building with a footprint of up to 3,850m² and a Gross Floor Area over two storeys that would be 7,700m². This allows for appropriate setbacks from the boundaries. However the objectives for any higher capacity building would need to ensure:
  - Appropriate capacity for child places to meet market demand and provide quality childcare;
  - Sympathetic development to the Club’s Estate Plan and adjoining neighbours;
  - Optimal outdoor landscaped space to create a unique childcare environment;
• Car parking will be accommodated within the adjacent Club car park or unless otherwise increased to accommodate an alternative larger facility acceptable to the Club.
• All proposals will be subject to a Development Application and meeting the criteria established by the Club (refer page 19).

THE INVITATION

Shellharbour Workers’ Club intend to be the owner and developer of the site to initially build a childcare facility of a minimum of 90 places that will be designed and built working in collaboration with the successful operator.

Minimum Proposal

The Club invites leasehold proposals for a lease over the 90 place childcare facility and land at commercial rent and lease term of no less than 5 years. The operator as lessee will be responsible for fit out.

Alternative Proposals

In addition to the minimum proposal, the Club will consider any alternative proposals by operators for:
• A lease for a childcare facility with more childcare places than the minimum 90 places in the initial development of the site; or
• A lease that provides for the staged development of the site by the Club for the operator to add facilities to accommodate more childcare places after the initial development of the site for 90 childcare places. Please nominate childcare places targeted for any subsequent stage;
• A joint venture proposal with the Club to develop and co-own the childcare facilities on the site – sharing the development cost. The Club would offer a ground lease to the joint venture company which would include the Club and the operator as shareholders. A longer term ground lease will be considered by the Club in this instance.
Expressions of Interest (EOI)

Expressions of Interest in this opportunity are invited for submission as Initial Applications by close of business Monday 16th March 2015. Initial Applications will then be reviewed and assessed against the submission requirements with Shortlisted Applicants contacted within two weeks of the EOI Submission closing date. Shortlisted Applicants may be required to provide additional information.

After evaluation of each Detailed Application, a Preferred Applicant will be selected. An exclusive dealing period will then be entered into, culminating in signed Agreements for Lease or other commercial agreement being executed by both parties targeted by June 2015 (if an appropriate opportunity is found that is acceptable to the Club for investment).
EOI REQUIREMENTS/EVALUATION CRITERIA

By lodging an Expression of Interest in this opportunity or a response to the EOI invitation, the Applicant acknowledges that the Expression of Interest is subject to Appendix A: Conditions of the EOI Process and should include the following information, which forms the basis of the Evaluation Criteria:

**Initial Applications:**

- **Schedule 1:** Details of Applicant
  - Company profile, size and structure
  - Company vision and childcare philosophy
  - Number of centres and places managed
  - Types of childcare offered

- **Schedule 2:** Relevant experience & capacity
  - Key personnel
  - Operational assets and places managed
  - Past projects

- **Schedule 3:** Proposed childcare operations:
  - Proposed child care capacity, including number of places and ages
  - Early childhood education and development programs
  - Types of ancillary service programs offered to parents or other community groups.

- **Schedule 4:** Proposed Lease or commercial terms (if applicable):
  - Rent and review structure
  - Lease or other commercial agreement term
  - Anticipated operating hours
  - Specific base building design requirements (if applicable)
  - All other key commercial terms

- **Schedule 5:** Compliance procedures and systems statement.

**Detailed Applications** (Upon Request for Shortlisted Parties):

- **Schedule 6:** Initial design concept, highlighting key design considerations:
  - Sketch layout - indoor and outdoor
  - Mood board

- **Schedule 7:** Proposed Final Lease Terms:
  - Any variation from Initial Application;

- **Schedule 8:** Financial Information:
  - Trade & bank references
  - Financial statements including statements of Assets & Liabilities and Profit & Loss.

The intent of the EOI Invitation is for each Applicant to provide a clear and concise demonstration of its capabilities to provide the required services in respect of a potential childcare development project. Applicants are requested not to provide an overly elaborate or lengthy EOI. Where the Applicant wishes to provide additional material in support of its EOI, such materials should be provided as appendices to the main body of the EOI.
EOI submissions should:

• be presented on A4 or A3 paper and printed on one side only;
• have the Applicant's name in the header of each page;
• have all pages sequentially numbered, in order to prevent omissions.

Page numbering shall be included in the footer in the form “Page x of y”.

EOI SUBMISSIONS AND CONTACT DETAILS

Rook Salinger will be coordinating the EOI Process on behalf of Shellharbour Workers’ Club Limited. All EOI submissions should be submitted in soft and hard copy to the following contact. Closing date for submissions is COB Monday 16th March 2015.

Matthew Yovich
Director
Rook Salinger

Level 16, 68 Pitt Street, Sydney NSW 2000
GPO Box 5034, Sydney NSW 2001
P:  +61 2 9432 0333
M:  +61 401 718 152
E:  matthewy@rooksalinger.com
W:  www.rooksalinger.com
Appendix A: Conditions of the EOI Process

1. While Shellharbour Workers’ Club Limited and Rook Salinger believe that it has taken reasonable care in relation to the preparation of this EOI Invitation, it does not warrant or represent that the information in this EOI Invitation is complete or accurate. Any reliance by an Applicant on the contents of this EOI Invitation or other information provided by Shellharbour Workers’ Club Limited or Rook Salinger is at the Applicant(s) own risk.

2. The issuance of this EOI Invitation does not in any way commit or otherwise oblige Shellharbour Workers’ Club Limited to enter into any contract or contracts, or to proceed with any phase or part described in this EOI Invitation. Specifically Shellharbour Workers’ Club Limited EOI Invitation is not an offer. No legal or other obligation will arise between the Applicant and Shellharbour Workers’ Club Limited until a formal Agreement has been fully executed by all parties. To the extent permitted by Law, Applicants will have no claim against Shellharbour Workers’ Club Limited or Rook Salinger arising out of the EOI Invitation, the exercise of, or failure to exercise, any rights under the EOI Process, including, without limitation, as a result of delays to the review and selection process.

3. Rook Salinger and Shellharbour Workers’ Club Limited may, in its absolute and unfettered discretion, amend the EOI Invitation, or advise that the EOI Process will not continue, will be postponed or suspended, by written notice from Rook Salinger to all Applicants. No reasons for exercising or failing to exercise such discretion shall be required to be provided whether or not the exercise of such discretion is unfavourable to the Applicant.

4. Applicants are to inform themselves and are considered to have:
   a. examined the EOI Invitation and any documents referenced in this EOI Invitation and any other information made available in writing by Rook Salinger and Shellharbour Workers’ Club Limited to Applicants for the purpose of the EOI;
   b. examined all further information which is obtainable by the making of reasonable enquiries relevant to the risks, contingencies, and other circumstances having an effect on their EOI; and
   c. satisfied themselves as to the correctness and sufficiency of their EOI including any proposed commercial structure.

5. Through Rook Salinger, Shellharbour Workers’ Club Limited may, from time to time, during the selection process convene meetings with any Applicant either individually or collectively, to discuss issues associated with the selection process, the EOI or any other matter relevant to the EOI. The Applicant may, by written application via email communication to Rook Salinger, seek clarification of any item in the EOI Invitation documents. Shellharbour Workers’ Club Limited’s response will be sent to the Applicant via email communication by Rook Salinger.

6. Notwithstanding any other requirements of the EOI Process, Shellharbour Workers’ Club Limited may require any Applicant to submit additional information. During the assessment of EOI submissions, Shellharbour Workers’ Club Limited may seek clarification of any item in an EOI and respective Applicants must promptly respond to all requests for clarification in writing via email communication to Rook Salinger.

7. Late EOI submissions will not be accepted, except where the integrity and competitiveness of the EOI process has not been compromised and such acceptance in these circumstances is at the absolute discretion of Shellharbour Workers’ Club Limited.

8. By lodging a response to the EOI invitations, the Applicant acknowledges that neither Rook Salinger nor Shellharbour Workers’ Club Limited shall be liable to any Applicant for any costs, losses or expenses incurred by the Applicant in preparing and lodging its EOI submission, attending any meetings, providing any further information, or otherwise in connection with its participation in the selection process and no claim shall be made by the Applicant in respect thereof.

9. Collusion and Conflict of Interest:
   a. The Applicant will not engage in any collusive, anti-competitive or unlawful conduct in responding to this EOI Invitation. The Applicant will not obtain or use and will not endeavor to obtain or use by improper means; and information about this EOI Invitation or by any means other than as set out in this document.
   b. The Applicant should notify Rook Salinger and Shellharbour Workers’ Club Limited of any actual or potential conflict of interest or duty that may affect the Applicant’s ability to provide the proposed services to
Shellharbour Workers’ Club Limited. At Shellharbour Workers’ Club Limited’s request the Applicant will meet with Shellharbour Workers’ Club Limited and Rook Salinger to discuss in good faith any concerns regarding any such conflict of interest or duty. In any event, the Applicant should ensure that it acts impartially in preparing its submission and avoids any actual or potential conflict of interest.

10. a. Shellharbour Workers’ Club Limited, through Rook Salinger, may invite an Applicant that has lodged an EOI submission that meets all Evaluation Criteria (refer page 19) to make a presentation about their submission to the EOI Evaluation Panel.

b. Shellharbour Workers’ Club Limited shall not be obliged to extend such invitation to all or any Applicants, in its absolute and unfettered discretion, notwithstanding that the Applicant’s EOI submission may meet the Evaluation Criteria.

11. EOI submissions are made on the basis that Applicants acknowledge that:

a. they do not rely on any representation, letter, document or arrangement, whether oral or in writing, or other conduct as adding to or amending these conditions;

b. the contents of this EOI Invitation are believed to be accurate as at the date of this EOI Invitation. The statements, opinions, forecasts, events or other information contained in this EOI Invitation may change significantly in the future. The information contained in this EOI Invitation, and the information on which it has been based, has not been independently audited or verified. Rook Salinger and Shellharbour Workers’ Club Limited make no express or implied warranty as to the currency, accuracy, reliability or completeness of the information contained in this EOI Invitation;

c. they do not rely upon any warranty or representation made by or on behalf of Shellharbour Workers’ Club Limited, and they have relied entirely upon their own enquiries and inspection in respect their EOI submission; and

d. Rook Salinger and Shellharbour Workers’ Club Limited will not be responsible for any costs or expenses incurred by Applicants in preparing and lodging their EOI submissions or from the EOI Process.

12. The Applicant makes its EOI submission on this basis and acknowledges, that it will not use the improper assistance of Rook Salinger and/or Shellharbour Workers’ Club Limited employees or ex-employees or information unlawfully obtained from Rook Salinger or Shellharbour Workers’ Club Limited in compiling its submission.

13. The Applicant acknowledges that this EOI Invitation and all information supplied by Shellharbour Workers’ Club Limited or Rook Salinger or otherwise obtained by the Applicant in respect of this EOI are confidential. The Applicant will nominate its third party advisors (if any) and will require consent from Shellharbour Workers’ Club Limited through Rook Salinger to release any confidential material to these parties. The Applicant will not disclose any confidential information to third parties except with the prior written consent of Shellharbour Workers’ Club Limited through Rook Salinger or as required by law.

14. An Applicant should clearly indicate which aspects (if any) pertaining to the Applicant’s financial status and experience of its submission it regards as “commercial in confidence” and requires to be treated as strictly confidential.

15. Ownership of submission documents.

a. All submission documents submitted in response to this EOI Invitation will become the property of Shellharbour Workers’ Club Limited (except those aspects referred to in clause 14). Neither Rook Salinger nor Shellharbour Workers’ Club Limited shall be obliged to return any documents submitted by an Applicant.

b. The Applicant licenses Shellharbour Workers’ Club Limited and Rook Salinger, their officers, employees, agents and advisers to copy, adapt, modify, disclose or do anything else necessary (in Shellharbour Workers’ Club Limited and Rook Salinger’s absolute discretion) to all material (including that which contains Intellectual Property of the Applicant or any other person) contained in their submission for the sole purpose of:

i. evaluating the submission;

ii. evaluating any subsequent offer;

iii. negotiating any resultant contract with the Applicant;

iv. referencing during management of any resultant contract; and

v. anything else related to the above purposes.

c. Rook Salinger and Shellharbour Workers’ Club Limited may request additional data, discussion or presentation in support of the submission and such additional data and information shall be subject to subclauses (a) and (b) hereof.

d. Rook Salinger and Shellharbour Workers’ Club Limited may also conduct surveys of any Applicant to confirm or clarify any information provided or to collect more evidence of managerial, financial and technical abilities, including but not limited to meetings and visits to current operational facilities maintained by the Applicant.

16. This EOI Invitation and any response or EOI submission to this EOI Invitation...
does not create any binding obligation on Shellharbour Workers’ Club Limited or create any binding agreement between the parties whether a response to this EOI Invitation is submitted or not.

17. Rook Salinger and Shellharbour Workers’ Club Limited reserves the right to amend the terms of this EOI Invitation, to alter the timeframe, process and requirements for any response or for the consideration of any response to this EOI Invitation, or otherwise to alter its position in relation to the Expression of Interest at any time and for any reason, including without limitation to discontinue this Expression of Interest or this competitive EOI Process.

Without limitation to the above the Applicant acknowledges that, Rook Salinger and Shellharbour Workers’ Club Limited reserves the right to:

a. Advise you at any time that your responses to this EOI Invitation will not be further considered, for any reason at Shellharbour Workers’ Club Limited’s complete discretion;
b. Consider and compare responses lodged by other Applicants;
c. Conduct a further or different process in relation to this or the evaluation of any Expression of Interest with other Applicants or with other third parties who have not responded to this EOI Invitation; and
d. To commence negotiations with any other third party in relation to this EOI invitation without providing any reason in Shellharbour Workers’ Club Limited’s complete discretion.

18. Shellharbour Workers’ Club Limited will select and enter into discussions with “Preferred” Applicants. However until a binding agreement is reached with a Preferred Applicant Shellharbour Workers’ Club Limited reserves the right to appoint and maintain “Reserve” Applicants.

19. Where an Applicant is assessed as being suitable as either a “Preferred” or “Reserve” Applicant they will be notified by Rook Salinger in writing.

20. Where an Applicant is assessed as not being suitable as either a “Preferred” or “Reserve” Applicant, they will be notified by Rook Salinger in writing.

Applicants acknowledge that debrief interviews will not be completed as part of the EOI Process.

Shellharbour Workers’ Club Limited reserves the right to terminate a Preferred Applicant or Reserve Applicant. They will be advised by Rook Salinger in writing at Shellharbour Workers Club Limited’s convenience with no penalty or recourse on behalf of the Applicant whatsoever to Shellharbour Workers’ Club Limited, its Agents and consultants.