



Corporate Governance Statement

Estia Health Limited Corporate Governance Statement

This Corporate Governance Statement (**Statement**) outlines the corporate governance practices currently in place for Estia Health Limited (**Company** or **Estia Health**) and also addresses the 3rd Edition of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (**ASX Recommendations**). The Board believes the Company accords with all of the ASX Recommendations.

The corporate governance policies and practices described in the following are those that have been in place for the 2019-20 financial year, or as at the date of this Statement, where indicated. The Board continues to review the governance framework and practices of the Company to ensure they meet the interests of shareholders and other stakeholders.

All references to the Group's website are to: www.estiahealth.com.au

THIS CORPORATE GOVERNANCE STATEMENT WAS APPROVED BY A RESOLUTION OF THE BOARD ON 18 SEPTEMBER 2020.

Principle 1

Lay solid foundations for management and oversight

ROLE OF THE BOARD

The Board is committed to effectively representing and promoting the Company and creating long-term value for shareholders. The Board is accountable to shareholders for the management of the Company's business and affairs and as such, is responsible for the overall strategy, governance and performance of the Company. To clarify the roles and responsibilities of Directors and management, and to assist the Board in discharging its responsibilities, the Company has established a Governance Framework (as set out on page 4) which sets out the functions reserved to the Board and provides for the delegation of functions and authorities to Board Committees and to management. The Board operates under a formal Board Charter which can be found on the Company's website.

APPOINTMENTS TO THE BOARD

The process of selection and appointment of new Directors to the Board is that when a vacancy arises, the Nomination and Remuneration Committee identifies candidates with appropriate skills, knowledge, experience, independence and expertise. Candidates with these attributes that best complement the Board's effectiveness will be recommended to the Board.

When the Board considers that a suitable candidate has been found, that person may be appointed by the Board to fill a casual vacancy (or as an additional Director) in accordance with Estia Health's constitution, but must stand for election by shareholders at the next Annual General Meeting (**AGM**).

The Board ensures that appropriate reference checks are undertaken on any potential new Director prior to appointment to the Board (or putting forward to shareholders a candidate for election) and provides to shareholders all material information in its possession concerning the Director standing for election or re-election in the explanatory notes accompanying the notice of meeting. With the exception of the Managing Director, Directors must retire at the third AGM following their election or most recent re-election. At least one Director must stand for election at each AGM. Any Director appointed to fill a casual vacancy (or as an additional Director) since the date of the previous AGM must submit themselves to shareholders for election at the next AGM.

Non-executive Directors are appointed pursuant to formal letters of appointment which, among other things, set out the key terms and conditions of the appointment, the Board's expectations in relation to the performance of the Director, procedures for dealing with a Director's potential conflict of interest and the disclosure obligations of the Director, together with the details of the Director's remuneration.

BOARD COMMITTEES

The ultimate responsibility for the oversight of the operations of the Company rests with the Board. However, the Board may discharge any of its responsibilities through Committees of the Board in accordance with the Constitution and the *Corporations Act 2001* (Cth) (**Corporations Act**).

The Board has established the following standing Committees, which assist with the execution of its responsibilities. The composition and effectiveness of the Committees are reviewed on an annual basis.

- Audit Committee
- Risk Management Committee
- Nomination and Remuneration Committee
- Property and Investment Committee
- Royal Commission and Regulatory Committee.

Each of these Committees, with the exception of the Royal Commission and Regulatory Committee operate in accordance with specific charters approved by the Board, which can be found on the Company's website.

Following the declaration by the Prime Minister of Australia, of COVID-19 as a national pandemic on 27 February 2020, the Company convened a COVID-19 Risk Sub-Committee to provide governance oversight of the response to the pandemic. This sub-committee comprises the Chair of each of the Board, the Risk Management Committee and the Audit Committee. The COVID-19 Risk Sub-Committee held 10 meetings between 27 February 2020 and 30 June 2020, and in light of the rapid escalation in Victoria during July, is, at the date of this Statement, meeting multiple times per week.

The applicable composition requirements and current membership of each of the standing Board Committees are set out in Table 1 (Page 3).

Table 1.

BOARD COMMITTEE	COMPOSITION REQUIREMENTS	MEMBERSHIP
Audit Committee	At least three members, all of whom are Non-executive and a majority of whom are independent. The Chairman should be an independent Non-executive Director. The Committee must be structured so that between them, the members have the accounting and financial expertise and a sufficient understanding of the aged care industry, to enable the Committee to discharge its duties effectively.	Ms Karen Penrose (Chair), Dr Gary Weiss AM, and Hon. Warwick L. Smith AO.
Risk Management Committee	At least three members, all of whom are Non-executive and independent. The Chairman should be an independent Non-executive Director.	Ms Helen Kurincic (Chair), Ms Karen Penrose, and Mr Paul Foster
Nomination and Remuneration Committee	At least three members, the majority of whom are independent, Non-executive Directors. The Chairman should be an independent Non-executive Director.	Mr Paul Foster (Chair), Ms Helen Kurincic, and Dr Gary Weiss AM.
Property and Investment Committee	At least two members, the majority of whom are independent Non-executive Directors. The Chairman should be an independent Non-executive Director.	Hon. Warwick L. Smith AO (Chair), Dr Gary Weiss AM, and Mr Paul Foster.
Royal Commission and Regulatory Committee	At least three members, the majority of whom are independent, Non-executive Directors.	Dr Gary Weiss AM (Chair), Hon. Warwick L. Smith AO and Ms Karen Penrose.

Ms Norah Barlow was appointed to the Property and Investment Committee on 01 July 2020.

GOVERNANCE FRAMEWORK

The diagram following depicts the operation of the Group's Governance Framework.

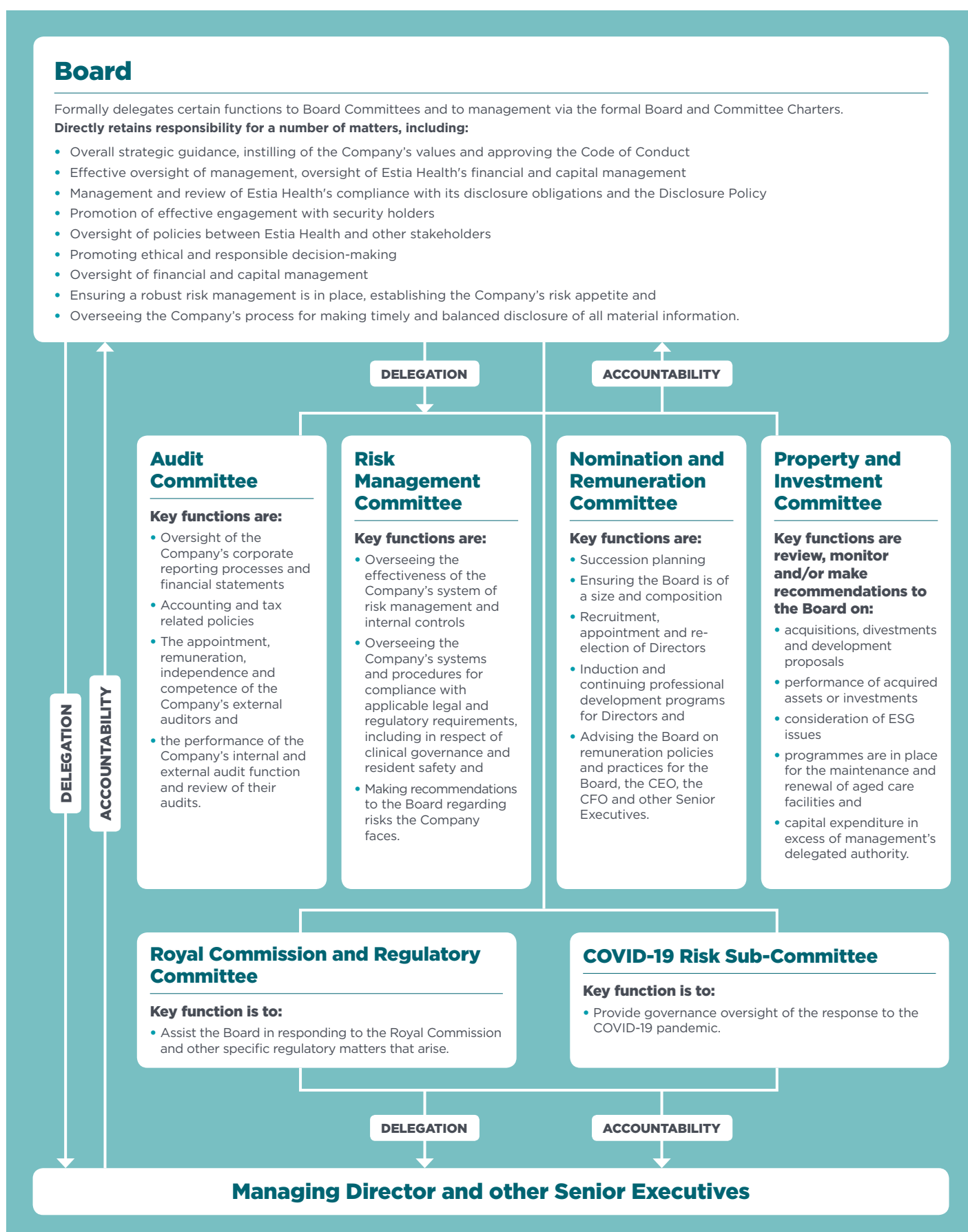


Table 2.

FY20	BOARD		AUDIT COMMITTEE		NOMINATION AND REMUNERATION COMMITTEE		RISK MANAGEMENT COMMITTEE		PROPERTY AND INVESTMENT COMMITTEE		ROYAL COMMISSION AND REGULATORY COMMITTEE	
	15		9		7		11		4		3	
	A	B	A	B	A	B	A	B	A	B	A	B
Norah Barlow	15	15	-	-	-	-	-	-	-	-	-	-
Gary Weiss	15	15	9	9	7	7	-	-	4	4	3	3
Paul Foster	15	14	-	-	7	7	11	11	4	4	-	-
Warwick L. Smith	15	15	9	9	-	-	-	-	4	4	3	3
Helen Kurincic	15	15	-	-	7	7	11	11	-	-	-	-
Karen Penrose	15	15	9	9	-	-	11	11	-	-	3	3
Ian Thorley	15	14	-	-	-	-	-	-	-	-	-	-

A = Meetings eligible to attend as Board or Committee members B = Meetings attended

The number of scheduled Board and Committee meetings held during the year and the number of meetings attended by each of the Directors is set out in Table 2 (see above). In relation to attendance at committee meetings, the Table 2 above reflects the attendance by members of those committees. All Directors are invited to attend committee meetings and this attendance is not recorded in the above table.

As noted earlier in this Statement, the COVID-19 Risk Sub-Committee held 10 meetings between 27 February 2020 and 30 June 2020, and in light of the rapid escalation in Victoria during July, is, at the date of this Statement, meeting multiple times per week

THE COMPANY SECRETARY

The Company Secretary acts as secretary of the Board, attending all meetings of the Board and its Committees. The Company Secretary is accountable to the Board through the chairperson on all corporate governance matters and the proper functioning of the Board.

BOARD AND DIRECTOR PERFORMANCE

The Board is committed to enhancing its effectiveness through performance management and review. The Board review process is designed to help enhance performance by providing a mechanism to raise and resolve issues and to provide recommendations to enhance its effectiveness.

The members of the Board, led by the Chairman with the input and support of the Chief Executive Officer/Managing Director (**CEO/MD**) and Company Secretary,

evaluate the performance and efficient functioning of the Board, its Committees and individual Directors on an ongoing basis.

During the 2020 financial year, the Board undertook a confidential, structured evaluation to review the role, composition, behaviours and processes of the Board and its Committees. The review involved each Director providing feedback on a range of Board-related topics, covering the role of the Board, composition of the Board, meeting processes, Board papers and relationships and culture of the Board.

The results of that review were presented to the Board in August 2020 and highlighted a number of highly positive attributes about the Estia Health Board. The process also identified areas for increased focus and recommended improvements.

SENIOR EXECUTIVES

The Board delegates the responsibility for the day-to-day management of the Company to the CEO/MD, who is assisted by the Senior Executives who report to him.

The CEO/MD consults with the Chairman on any matters which the CEO/MD considers are of such a sensitive, extraordinary or strategic nature as to warrant the attention of the Board. The authorisation thresholds for the control of expenditure and capital commitments are established and defined in the Group's Delegated Authority Policy, which are set to optimise the function and decision-making of the executive whilst maintaining appropriate oversight by the Board.

Subject to these policy limits, and the directions of the Audit and Risk Committees, the CEO/MD may sub-delegate the day-to-day running of the Company to the Senior Executive team. The exercise of delegated authority is restricted to specific organisational functions and roles.

The Delegated Authority Policy details the delegated thresholds for various types of commitment and individual positions, as well as the authorisation processes that are required to be followed.

All Senior Executives are appointed to their positions after a rigorous recruitment process. Each member of the Senior Executive team, including the CEO/MD, have signed formal employment contracts at the time of their appointment, covering a range of matters including their duties, rights, responsibilities and any entitlements on termination. Each contract refers to a specific formal job description and sets out the remuneration of the executive, including their entitlements to any rights under incentive plans.

PERFORMANCE OF SENIOR EXECUTIVES

The evaluation for all executives is based on specific criteria, including the business performance of the Company, whether strategic objectives are being achieved, and the development of management and personnel.

The CEO/MD's performance is formally assessed on an annual basis by the Board. All Key Performance Indicators (KPIs) are carefully considered by the Nomination and Remuneration Committee, which evaluates the CEO/MD's performance and makes recommendations to the Board.

An annual assessment of the performance of all other Senior Executives is undertaken by the Board on the basis of recommendations by the CEO/MD, who conducts performance reviews in relation to each senior executive.

A performance evaluation for all Senior Executives, including the CEO/MD, was undertaken in the reporting period in accordance with the process disclosed above.

Further information on Directors' and Executives' remuneration, including principles used to determine remuneration and KPIs, is set out in the Annual Report under the heading "Remuneration Report".

DIVERSITY

Estia Health is committed to creating and ensuring a diverse work environment and values diversity within Estia Health's culture.

Diversity can broaden the pool for recruitment of high quality employees, enrich decision making, enhance employee engagement, improve Estia Health's corporate image and reputation and foster a closer connection with its residents and families. It is important that Estia Health is able to attract, retain and motivate employees from the widest possible pool of talent. Estia Health has a strong commitment to the fundamental principle that gender is not a barrier to participation in our workforce, management, Senior Executive and on our Board. Our leaders are committed to providing opportunities that allow everyone to reach their full potential.

At Estia Health, diversity of experience and gender are important criteria taken into account in developing succession plans and appointment processes for the Board and Senior Executive positions. However, other selection criteria, in particular business acumen and industry exposure, are also fundamentally important. The Nomination and Remuneration Committee reports to the Board regarding succession plans and appointment processes with the aim of achieving the Company's diversity objectives, in particular regarding the number of women in senior executive positions and on the Board.

Estia Health is committed to an inclusive workplace that embraces and promotes diversity as part of the Company's corporate culture. This involves providing supportive and inclusive diversity-related workplace policies, programs and practices within the business.

Programs or initiatives in place to promote diversity across all aspects in the business are outlined in Table 3 (Page 7).

A formal Diversity Policy has been adopted by the Board that outlines the Group's commitment to providing an inclusive work environment in which everyone belongs. The Policy is reviewed annually and covers a variety of factors such as gender, work and life balance, and disability. The Company has a diverse mix of employees with the appropriate qualifications for roles within the current business.

Table 3.

DIVERSITY INITIATIVES	TIMEFRAME	PROGRESS IN FY20	RELEVANCE FOR FY21
Supporting female members of the our Executive and Senior Leadership teams to participate in appropriate leadership programs targeted at women to accelerate leadership growth	Ongoing	Adopted the Estia Health Sustainability Framework, with a four year target to establish a zero pay gap for equivalent roles.	We will continue to review remuneration at least annually, implementing adjustments to address any identified pay gaps for equivalent roles. This will be in addition to the annual WGEA Report.
Estia Health's Emerging Leader Program. This program supports Estia Health's succession planning to develop a pipeline of future leaders.	Ongoing	The Emerging Leaders program continued in 2020, however COVID-19 interrupted face to face elements of the program, which had to be suspended in its current form.	Our ongoing commitment to developing our leaders of the future from within will continue in FY21. Consideration is being given to a broader development program for all Executive Directors.
Rollout and refinement of online training modules focusing on discrimination, bullying and harassment.	Ongoing	Our online training module was further enhanced in FY20. All new hires were taken through the "Work Ready" training program, which includes a new component of Unconscious Bias.	Increased levels of face-to-face training throughout the organisation, including the Executive team and all employees will promote Estia Health's commitment to a diverse and inclusive workplace.

In 2017, the Board established an objective of achieving 30% female representation on the Board. In 2018 this objective was expanded to a gender diversity target for both the Board and the Senior Executive Team of at least 30% of each gender. This target was achieved in FY19 and again in FY20.

In addition, for all levels of management below Executive Leadership, the Company has achieved more than 65% female representation and achieved the target of having a minimum of 30% representation of female and male genders. For all employees the Company has more than 80% female representation.

During FY20 it was agreed to establish a new target of 30% of each gender for the following groups:

- Direct reports of Senior Executives
- Executive Directors / Home Managers and
- Care Directors,

in addition to retaining the 30% minimum representation of each gender for the Board and the Senior Executive team.

To support achieving this new target, the Company will commit to interviewing at least one of each gender for the roles listed above. In addition, interview panels will comprise one of each gender wherever practicable.

Estia Health has reported against a set of standardised gender equality indicators provided by the Workplace Gender Equality Agency (WGEA). The 2019-20 full WGEA Report can be found at: <http://www.estiahealth.com.au/investor-centre/corporate-governance>.

A snapshot of the gender diversity levels in the Group, as at 30 June 2020, is set out below at Table 4.

Table 4.

EMPLOYEE CATEGORY	FEMALE	MALE	TOTAL	% FEMALE
Board	3	4	7	42.86%
Executive	3	5	8	37.50%
Managers (Corporate Centre and Facility)	89	35	124	65.93%
Employees	6,292	1,311	7,652	82.22%
Total	6,387	1,355	7,791	81.98%

Principle 2

Structure the Board to add value

BOARD SIZE AND COMPOSITION

The Constitution of the Company provides that there will be a minimum of three Directors.

As at the date of this Statement, the Board of Directors comprises six Non-executive Directors, five of whom are independent (including the Chairman), one of whom is considered non independent based on the criteria in Box 2.3 of the ASX Recommendations, and one executive Director, being the CEO/MD.

The current members of the Board are:

- Dr Gary Weiss AM (Chairman, Non-executive Director), (appointed 8 February 2016; appointed Chair 31 December 2016)
- Ian Thorley (CEO/MD), (appointed 23 November 2018)
- Norah Barlow ONZM (Non-executive Director and former Chief Executive Officer), (appointed 17 November 2014 to Board, appointed 16 September 2016 as Acting CEO, and appointed November 2016 as permanent CEO, with a commencement date of 17 January 2017, resigned as CEO on 23 November 2018 and resumed as a Non-executive Director from that date)
- Paul Foster (Non-executive Director), (appointed 24 February 2016)
- Hon. Warwick L. Smith AO (Non-executive Director), (appointed 4 May 2017)
- Helen Kurincic (Non-executive Director), (appointed 1 July 2017) and
- Karen Penrose (Non-executive Director), (appointed 17 October 2018).

Directors' details are listed in the Directors' Report in the Annual Report, including details of their other listed entity directorships and experience. This information can also be found on the Estia Health website.

BOARD SKILLS AND DIVERSITY

The Board considers that its Directors and Senior Management have the combined skills and experience to discharge their respective responsibilities.

The full biographies of all Directors are included in the Directors' Report in the Annual Report.

Estia Health seeks to have Directors with an appropriate range of skills, knowledge, experience, independence and diversity, and an understanding of and competence to deal with current and emerging issues of the business. Estia Health has developed a Board Skills Matrix setting out the skills and diversity that the Board has or is looking for in order to identify any gaps in skills that the Board seeks. Estia Health's succession plans are designed to maintain an appropriate balance of skills, knowledge, experience, independence and diversity on the Board.

During the 2020 financial year, the Board updated the Board Skills Matrix. In revising the Board Skills Matrix, the Board identified that, collectively, the Board does have skills and experiences, which include those outlined in Table 5 (Page 9).

The chart on page 10 illustrates the number of Directors that have a level 3 'high', competency in the described skill. These numbers are extracted directly from the 2020 Board Skills Matrix, where Directors are rated on their level of competence in each identified skill. In addition to the skills and experience set out in the Board Skills Matrix, the Board considers that each Director has the following attributes:

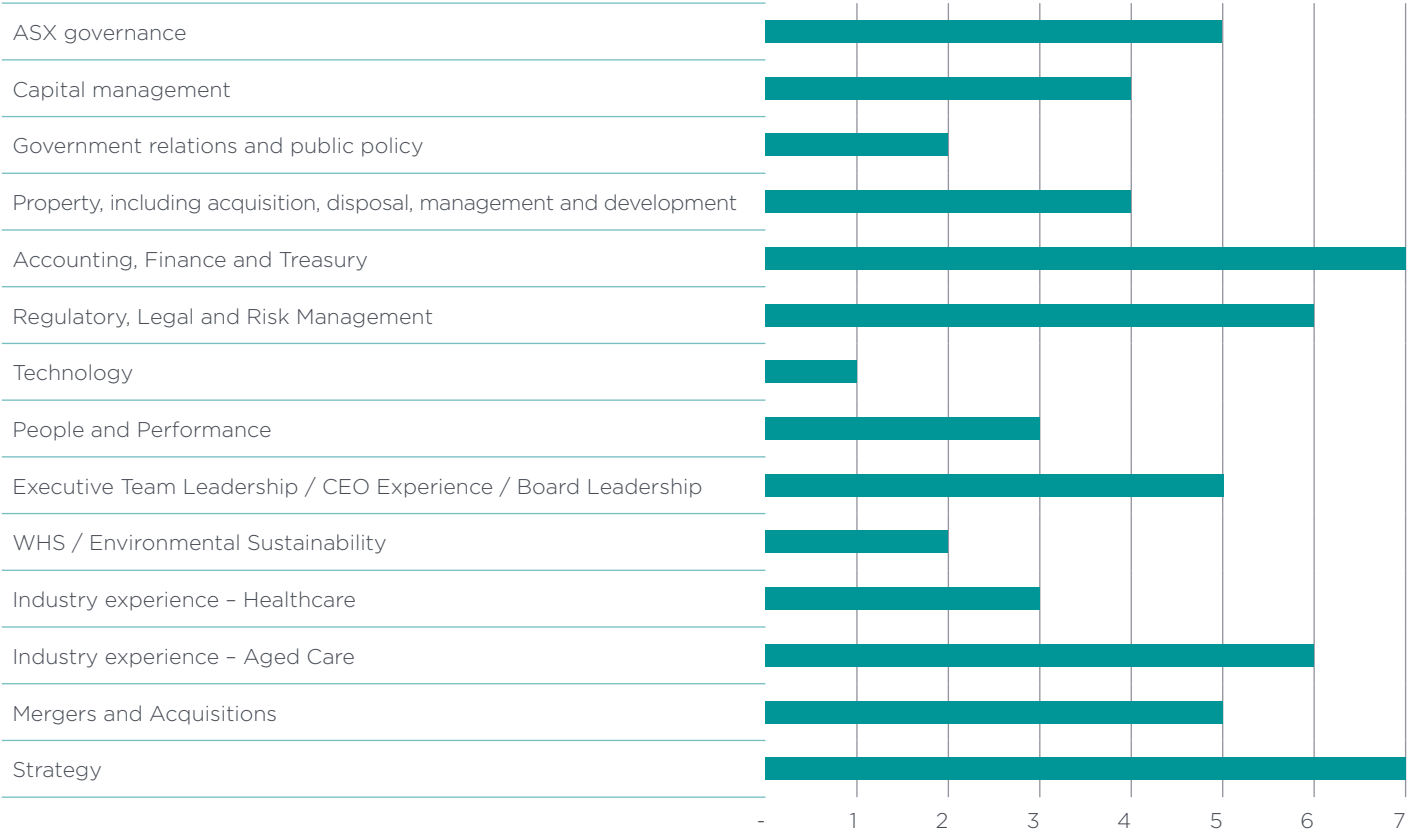
- Conducts themselves honestly, and with integrity
- Is able to think strategically
- Has the time available to commit to Estia Health's business
- A willingness to question and challenge and
- A commitment to the highest standards of governance.

Table 5.

DESIRED SKILL	DESCRIPTION
Strategy	Ability to think strategically and identify and critically assess opportunities and threats and develop effective strategies in the context of changing market conditions, including disruptions and innovations.
Mergers and Acquisitions	Experience in all aspects of the negotiation, structuring, risk management and assessment of both acquisitions and divestments at corporate level.
Industry Experience - Aged Care	Experience and broad understanding of the aged care industry including market drivers, risks and trends including policies, competitors, end users, regulatory policy and framework. Understanding of customer services and what drives consumers.
Industry Experience - Healthcare	Experience and broad understanding of the healthcare industry including market drivers, risks and trends including policies, competitors, end users, regulatory policy and framework.
Workplace Health and Safety, Environmental Sustainability	Experience with workplace health and safety, environmental, social and sustainability responsibilities, requirements and reporting.
Executive Team Leadership/CEO Experience/Board Leadership	Experience in CEO or other Senior Executive leadership roles. Experience in Board or other committee leadership roles.
People and Performance	Experience in HR planning and management, familiarity in employment legislation and labour relations, recruitment, compensation, performance reviews and conflict management.
Technology	Expertise in the area of technology applied to consumer service companies, including governance of technology projects, digital, privacy and security, and keeping abreast of emerging technology relevant to the Group.
Regulatory, Legal and Risk Management	Ability to identify key risks to the Group in a wide range of areas including legal and regulatory compliance and monitor risk and compliance management frameworks and systems. Knowledge and experience in best practice governance structures including establishing risk and compliance frameworks, identification of and monitoring key risks to the Company related to each key areas of operation. Knowledge of legal and regulatory requirements of the Group.
Accounting, Finance and Treasury	The ability to analyse financial statements and reporting, critically assess the financial performance of the Group, contribute to budget planning and the efficient use of capital and resources.
Property - including acquisition, disposal, management and development	Expertise in analysis of development feasibility and assessment, strategies for optimising value and understanding and mitigating risk from development opportunities.
Government Relations and Public Policy	Expertise in the critical analysis of government/public policy both in of terms of policy development, interest group input and lobbying, and legislation. Effective networks.
Capital Management	Expertise in efficient capital management, investment banking, capital raisings, corporate advisory, including alternative capital sources, distributions, yields and markets
ASX Governance	Knowledge and experience with other ASX-listed entities best practice governance structures, policies and processes.

NUMBER OF DIRECTORS POSSESSING RELEVANT SKILL/EXPERIENCE TO A LEVEL 3, 'HIGH', RATING

(Total number of 7 Directors)



100% of Directors have a high level of accounting, finance and treasury experience
100% of Directors have a high level of strategy experience
86% of Directors have a high level of aged care industry experience
86% of Directors have a high level of regulatory, legal and risk management experience

The following charts depict Board tenure, independence and gender diversity.

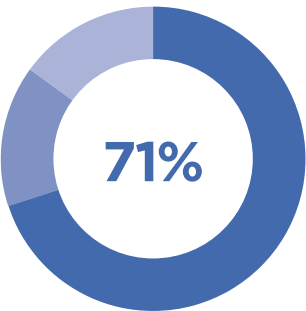
DIRECTOR TENURE



Average tenure of NEDs

- 0-1 year
- 1-3 years
- 3-5 years
- 5+ years

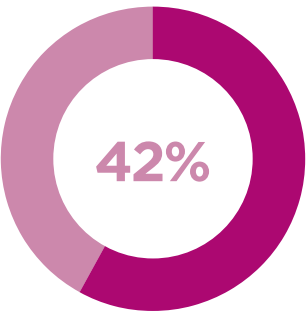
DIRECTOR INDEPENDENCE



% of Independent Directors

- Independent
- CEO
- Ex-CEO

BOARD DIVERSITY



% of female Directors

- Male
- Female

All Directors are expected to maintain the skills required to discharge their obligations to the Company. Estia Health provides professional development opportunities for Directors to develop their knowledge, industry awareness and skills to perform their role as Directors. Industry experts are regularly invited to present to the Board on both industry changes and the ASX listed environment. Directors attend courses through the Australian Institute of Company Directors and Estia Health regularly provides industry research papers to the Board.

DIRECTOR APPOINTMENTS

Under the Nomination and Remuneration Committee Charter, the Committee reviews and where appropriate, makes recommendations to the Board on the size and composition of the Board, including assessment of necessary and desirable competencies of Board members.

To this end, the Nomination and Remuneration Committee periodically assesses the appropriate mix of competencies, skills, experience and expertise required by the Board and assesses the extent to which the required skills and experience are represented on the Board.

The Nomination and Remuneration Committee is also responsible for reviewing and making recommendations to the Board on its membership, including recommendations for the appointment and re-election of Directors and where necessary, proposing candidates for consideration by the Board. The Nomination and Remuneration Committee must have regard to the factors set out in the Nomination and Remuneration Committee Charter, including that the Board should comprise Directors with a broad range of skills, expertise and experience from a diverse range of backgrounds in accordance with the Diversity Policy.

Ultimately, the full Board determines who is invited to fill a casual vacancy (or be appointed as an additional Director) after extensive one-on-one and collective interviews with candidates and thorough due diligence and reference checking. In accordance with the Company's Constitution, a Director appointed by the Board holds office until the conclusion of the next AGM when he or she will be eligible for election at that meeting.

The Nomination and Remuneration Committee's current membership is set out earlier in this Statement and the independence of the members is discussed below.

DIRECTOR REMUNERATION AND INDUCTION

Non-executive Directors receive Directors' fees outlined in their letters of appointment and the level of remuneration is reviewed on an annual basis with reference to external benchmarking. There have been no increases in Non-executive Director fees in FY19 or FY20 and members of the Royal Commission and Regulatory Committee and the COVID-19 Risk Sub-Committee

have received no additional fees for their work on these committees.

A Director induction program has been designed and Directors are expected to participate in this induction and orientation program on appointment.

Directors and executives are provided with training when required.

DIRECTORS' INDEPENDENCE

The Board has considered specific principles in relation to Directors' independence. The Board considers an independent Director to be a Non-executive Director who is not a member of the Company's management and who is free of any business or other relationship that could materially interfere with, or could reasonably be perceived to interfere with, the independent exercise of their judgement. The Board will consider the materiality of any given relationship on a case-by-case basis, having regard to both quantitative and qualitative principles.

On an annual basis, the Board assesses the independence of all Directors against the criteria outlined in Box 2.3 of the ASX Recommendations.

The Board considers that Dr Gary Weiss, Paul Foster, Warwick L. Smith, Helen Kurincic and Karen Penrose are free from any other relationship that could materially interfere with, or reasonably be perceived to interfere with, the independent exercise of the Director's judgment, and are able to fulfil the role of an independent Director for the purposes of the ASX Recommendations. Accordingly, a majority of the Board is independent.

Based on the criteria outline in Box 2.3 of the ASX Recommendations, Norah Barlow is considered Non-independent due to her previous CEO/MD position with the Company.

Ian Thorley is considered Non-independent by virtue of his executive CEO/MD position.

DIRECTORS' INTERESTS

Directors are required to keep the Board advised of any interest that may be in conflict with those of the Company, and restrictions are applied to Directors' rights to participate in discussion and to vote, as circumstances dictate when a conflict has been identified. In particular, where a potential conflict of interest may exist, the Director concerned may be required to leave the Board meeting while the matter is considered in their absence.

The Company has also entered into a deed of disclosure with each Director, which is designed to facilitate the Company's compliance with its obligations under the ASX Listing Rules relating to the disclosure of changes in Directors' interests in Estia Health securities. Directors and their nominated related party shareholdings are also monitored to identify changes that may require in accordance with the ASX Listing Rules disclosure.

Standing items at each Board meeting include:

- Director's Shareholding Register and
- Director's Standing Notice Register.

CHAIR OF THE BOARD

The role of Chair of the Board and CEO is not occupied by the same individual. The Board has agreed that the positions of Chair and CEO must be separate, and that the Chair should be an independent Non-executive Director.

Dr Gary Weiss was appointed Chair of the Company in December 2016 and is considered an independent Non-executive Director as outlined above.

BOARD MEETINGS

The Board typically schedules meetings on a monthly basis, with additional meetings convened as required. An agenda for each meeting is prepared by the Company Secretary, together with the Chair and input from the

CEO/MD and Chief Financial Officer (**CFO**) and is distributed prior to the meeting along with supporting papers.

Standing items include the CEO/MD's report and the Financial Report, as well as reports addressing matters of strategy, governance and compliance. Senior Executives are directly involved in Board discussions as required.

The Board also attends site visits throughout the year and shares meals with residents and relatives at our aged care homes. The Board also attends Estia Health's Leadership Conference. These on-site visits have been restricted during the calendar year 2020 due to the COVID-19 pandemic.

INDEPENDENT ADVICE

Following consultation with the Chair, Directors may seek independent professional advice at Estia Health's expense. Generally, this advice will be available to all Directors if the Chair considers the advice relevant for them to discharge their responsibilities as Directors.

Principle 3

Act ethically and responsibly

CODE OF CONDUCT AND ETHICAL BEHAVIOUR

The Board recognises the need to observe the highest standards of corporate practice and business conduct.

The Board has a formal Code of Conduct to be followed by the Board along with all employees, officers, contractors, consultants and other persons that act on behalf of Estia Health and associates of Estia Health. The key aspects of this Code are to:

- Provide the highest standards of clinical care to residents
- Act with honesty, fairness and integrity in all dealings both internally and externally
- Respect all people, their ideas and cultures and reflect this in words and actions and
- Maintain a safe working environment to safeguard the health and safety of employees, consultants, contractors, customers, suppliers and other persons who visit Estia Health's workplaces, or who Estia Health works with.

The Code of Conduct sets out Estia Health's policies on various matters including conflicts of interest, protection

and use of Estia Health's assets and property, anti-bribery and giving or acceptance of gifts (including money), dealings with politicians and government officials, confidentiality, privacy, fair dealings (including in relation to suppliers, competitors and residents), discrimination, bullying, harassment and vilification, health and safety, compliance with laws and regulations, responsibility to shareholders and the financial community, insider trading and whistle-blower protections.

In addition to their obligations under the Corporations Act relating to inside information, all Directors, employees and consultants have a duty of confidentiality to the Company in relation to confidential information they possess about the Group.

The Code of Conduct also sets out the consequences for a breach of the code, including the possibility of legal or disciplinary action.

The Company's Code of Conduct may be viewed on the Company's website.

EMPLOYEE AND DIRECTOR TRADING IN ESTIA HEALTH SECURITIES

The Company has a Trading Policy that governs the ability of Directors, executives and employees to trade in the Company's securities. Subject to necessary prior written consents being obtained, the Trading Policy prohibits trading in the following periods;

- from the day after the half year end – 1 January – to the close of trading on the business day after the Company's half yearly results are announced to the ASX
- from the day after the financial year end – 1 July – to the close of trading on the business day after the Company's annual results are announced to the ASX
- from 28 days before, to the close of trading on the business day after, the Company's AGM
- from 28 days before a prospectus or similar disclosure document is lodged by the Company with the ASX
- the duration of the offer period for an offer of securities made under a prospectus or similar disclosure document and

- any extension to a closed period, and any additional period, as specified by the Board.

Directors, officers, key management personnel and their associates may, in exceptional circumstances as defined in the Policy, trade in prohibited periods but only with the prior written consent of the Chair of the Board (for trades by Directors, the CEO and the Company Secretary), the CEO (for trades by the Chair of the Board) or the Company Secretary (for trades by other officers and designated persons). Notwithstanding the trading periods and approval requirements, a person is prohibited from trading at any time if they possess material and/or price-sensitive information about the Company that is not generally available to the public.

The Trading Policy also prohibits short term trading, margin lending, and hedging of the unvested securities of the Company.

The Company's Trading Policy may be viewed on the Company's website.

Principle 4

Safeguard integrity in corporate reporting

The Audit Committee's current membership, the independence of the members and details of the Committee meetings and attendance by each Committee member during FY20, are set out earlier in this Statement, and the Directors' Report in the Annual Report.

THE AUDIT COMMITTEE

The Audit Committee is responsible for assisting the Board in discharging its responsibilities to safeguard the integrity of the Group's financial reporting and accounting processes and overseeing the Group's external and internal audit functions.

The Audit Committee operates pursuant to a Charter (available on the Company website) which sets out the roles and responsibilities of the Audit Committee, taking into account contemporary governance practices. The Charter includes details on the appointment and oversight of the external auditor.

The qualifications and experience of the members of the Audit Committee are outlined in the Directors' Report in the Annual Report, and are briefly summarised below:

CHAIR OF AUDIT COMMITTEE: MS KAREN PENROSE

Non-executive Director, B.Comm (UNSW), FAICD, CPA

Karen is an experienced company director who has served as a Non-executive Director on the boards of ASX listed companies in financial services, resources, aged care and infrastructure sectors for the past seven years.

Karen's executive career was in leadership and CFO roles, mainly in financial services. She is passionate about customer outcomes, financial management and well-versed in operating in a rapidly changing regulatory environment.

Karen is a Director and Chair of the Audit Committee of Bank of Queensland, Ramsay Health Care and Vicinity Centres. She is also Deputy Chairman of Marshall Investments Pty Limited. Previous Director roles include Future Generation Global Investment Company Limited, Landcom, Spark Infrastructure and AWE Limited.

Karen is a member of Chief Executive Women and a Fellow of the Australian Institute of Company Directors.

DR GARY WEISS AM

Non-executive Director and Chairman, AM, LL.B (Hons). LL.M (with Dist), JSD

Dr Weiss's qualifications and experiences have been listed in the Directors' Report in the Annual Report.

THE HON. WARWICK L. SMITH AO

Non-executive Director, AO, LL.B

Mr Smith's qualifications and experiences have been listed in the Directors' Report in the Annual Report.

CEO AND CFO DECLARATIONS

In accordance with the Company's obligations under the Corporations Act, and Recommendation 4.2 of the ASX Recommendations, Mr Thorley (the CEO/MD) and Mr Lemlin (the CFO) made the following certifications to the Board in relation to the Financial Statements for the financial year ended 30 June 2020 on 18 August 2020 (and this certification is also provided for each set of financial statements produced by the Company as required in this recommendation):

- The financial records of the Group for the financial year have been properly maintained in accordance with section 286 of the Corporations Act so that those records:
 - correctly record and explain the Group's transactions and financial position and performance and
 - would enable true and fair financial statements to be prepared and audited
- The financial statements, and the notes referred to in paragraph 295(3)(b) of the Corporations Act, for the financial year comply with the Australian Accounting Standards
- The financial statements and notes for the financial year give a true and fair view of the financial position and performance of the Group and
- There are reasonable grounds to believe that the Group will be able to pay its debts as and when they become due and payable.

- The statements in the bullet points directly above are founded on a sound system of risk management and internal compliance and control which, in all material respects, implements the policies of the Board
- The Group's risk management and internal compliance and control systems are operating effectively in all material respects in relation to financial reporting risks
- Nothing has come to their attention since 30 June 2020 (or after the end of another financial period) that would indicate any material change in the statements above
- There has been no significant change in the state of affairs of the Group since 30 June 2020 (or after the end of another financial period) that are not otherwise disclosed in the financial statements and notes to the financial statements and
- there are no matters otherwise requiring mentioning to the Directors in relation to the financial statements and the notes to the financial statements that have not already been disclosed to the Directors of the Company.

The Company ensures the external auditor is available to shareholders at the AGM to answer any questions they may have relevant to the external audit.

Principle 5

Make timely and balanced disclosure

The Company is committed to complying with its continuous disclosure obligations under the ASX Listing Rules and Corporations Act and to ensuring that its shareholders are kept well-informed of all major developments affecting the Company's state of affairs, in order to promote transparency and investor confidence.

The Group has a Disclosure and Communication Policy which incorporates the continuous disclosure framework as set out in the ASX Listing Rules (Chapter 3), as well

as the revised ASX Listing Rule's Guidance Note 8. This Policy is available on the Company's website.

The Policy creates a framework for compliance with relevant disclosure obligations and establishes the accountability of the Board for achieving compliance. More specifically, the Policy:

- Sets out Estia Health's obligations under ASX Listing Rule 3.1 and the Corporations Act

- Establishes the roles and responsibilities of the Board and the Company Secretary in respect of Estia Health's continuous disclosure obligations
- Establishes internal processes for reporting of information considered to be potentially price-sensitive and for consideration of information reported by the Board
- Establishes processes for the disclosure of price sensitive information, taking into account the clarification provided by ASX Guidance Note 8 and
- Establishes guidelines for briefing of analysts, investor and media groups, responding to market speculation, leaks and rumours and calling trading halts where appropriate to avoid trading occurring in an uninformed market.

Principle 6

Respect the rights of security holders

The Board aims to ensure that its shareholders are kept well-informed of all major developments and business events that are likely to materially affect the Company's operations and financial standing, and the market price of its securities. Information is communicated to shareholders through:

- The Company's website in the Investor Centre section
- Annual and half year financial reports lodged with the ASX and made available to all shareholders
- Announcement of market-sensitive and other information, including annual and half year results announcements, and analyst presentations released to the ASX and
- The Chairman and CEO's addresses to, and the results of, the AGM.

The Company's website contains a significant amount of information for investors.

The following information for investors is located in the Investors Centre section of the website:

- Corporate Profile
- Share Price details
- Dividend information
- ASX releases
- Media releases
- Annual reports
- Registry information
- Contact information
- Details on the Board of Directors and
- Corporate Governance information – including Charters and Policies.

The Company's Disclosure and Communication Policy includes a formal procedure for dealing with potentially price-sensitive information. The Policy sets out how the

Company meets its disclosure obligations under ASX Listing Rule 3.1. The Company's policy is to immediately lodge with the ASX, and place on its website, all market-sensitive information, including annual and half year result announcements, and analyst presentations.

The Company produces two sets of financial information each financial year: the half year financial report for the six months ended 31 December and the annual financial report for the year ended 30 June. These are made available to shareholders and other interested parties via the Company website and the ASX.

Shareholders have the right, and are encouraged, to attend the Company's AGM, usually held in November each year and are provided with explanatory notes on the resolutions proposed through the notice of meeting. A copy of the notice of meeting is also posted on the Company website and lodged with the ASX.

Shareholders are encouraged to vote on all resolutions and, unless specifically stated otherwise in the notice of meeting, all shareholders are eligible to vote on all resolutions. Shareholders who cannot attend the AGM may lodge a proxy in accordance with the Corporations Act.

Proxy forms may be lodged with the share registry by mail, hand delivery, facsimile or electronically.

Transcripts of the Chair's and CEO's reports to shareholders are also released to the ASX upon the commencement of the AGM. These transcripts, together with the results of the AGM, are also posted on the Company website.

All shareholders are provided the option to receive communications from, and send communications to, the Company and the share registry electronically (and are encouraged to do so, with election documentation included in regular mail outs to shareholders).

Principle 7

Recognise and manage risk

The Audit Committee and the Risk Management Committee form an integral part of Estia Health's robust governance framework.

The Audit Committee (with details set out under Principle 4) focuses on financial risk within the business and plays a key role in assisting the Board to fulfil its accounting, auditing and financial reporting responsibilities. Together, the Audit and Risk Management Committees form a seamless and interlocking framework of risk management which comprehensively identifies and manages risk across the Group.

The Company reviews the Group's risk management framework at least annually. This review was undertaken in FY20.

THE RISK MANAGEMENT COMMITTEE

The Risk Management Committee's current membership, the independence of Committee members and attendance by each Committee member at the Risk Management Committee meetings during FY20 is set out earlier in this statement.

The role of the Risk Management Committee is to:

- (i.) oversee the effectiveness of the Company's system of risk management and internal controls and that management carry out their risk management roles in light of guidance from the Board
- (ii.) oversee the Company's systems for compliance with applicable legal and regulatory requirements, including in respect of clinical governance and resident safety and
- (iii.) make recommendations to the Board regarding risks the Company faces, action it should take, the adequacy of the Company's risk management framework, and disclosure on risk.

Responsibilities of the Risk Management Committee are outlined in detail in the committee's charter which is available on the Company's website. In summary, the responsibilities include:

- *Clinical risk management* – to monitor the Group's clinical risk profile and ongoing exposure to clinical risks, ensure performance against legislated standards and best practice benchmarks, oversee the implementation of accreditation programs for the Group's aged care facilities and review of the Company's clinical governance policy framework.

- *Internal controls and general risk management* – this area of responsibility covers review and updating of the Company's risk profile, ensuring the Company has an effective risk management system and ensuring risks remain with the risk appetite set by the Board, assessing and ensuring there are appropriate internal controls for determining and managing key risk areas of the business, including environmental, social and governance (ESG) risks, receiving reports concerning material and actual incidents within those risk areas, evaluating the effectiveness of the internal control systems, evaluating the structure and adequacy of the Company's insurance program and overseeing risk reporting to the Board.

The qualifications and experience of the members of the Risk Management Committee are outlined in the Directors' Report in the Annual Report and are briefly summarised below.

CHAIR OF RISK MANAGEMENT COMMITTEE: MS HELEN KURINCIC

Non-executive Director, MBA; Grad Dip Wom Stud, PBC Crit Care; Cert Nsg; FAICD

Helen holds a Master of Business Administration from Victoria University.

Helen has extensive Executive and Non-executive experience across the healthcare sector. Helen is Chairman of Integral Diagnostics Limited and a Non-executive Director of HBF Health Limited (and Chair of their Risk Committee), McMillan Shakespeare Limited and Victorian Clinical Genetics Service. Helen was previously the Chief Operating Officer and Director of Genesis Care for seven years from early inception in 2007, creating Australia's largest radiation oncology and cardiology service business. Previous roles also include Non-executive Director of Sirtex Medical Limited, Non-executive Director of DCA Group Limited which included residential aged care in Australia and New Zealand; Non-executive Director of AMP Capital Investor's aged care business Domain Principal Group, CEO and Executive Director of residential aged care provider Benetas and Board member of Melbourne Health and Orygen Research Centre. Helen has also been actively involved in healthcare government policy reform across various areas of the healthcare sector.

PAUL FOSTER

Non-executive Director, B.Comm; MA; GAICD

Mr Foster's qualifications and experiences have been listed in the Directors' Report in the Annual Report.

KAREN PENROSE

Non-executive Director, B.Comm (UNSW), FAICD, CPA

Ms Penrose's qualifications and experiences have been listed in the Directors' Report in the Annual Report and also earlier in this Statement.

RISKS

The management of the Company and the execution of its growth strategies are subject to a number of risks, which could adversely affect the Company's future development.

These risks are monitored and managed by the Board, Risk Management Committee and management in accordance with the framework set out in the Risk Management Committee Charter. Key business risks, their impact and mitigants are outlined in the Directors' Report in the Company's 2020 Annual Report.

In addition, the Company has established a Clinical Governance Committee, chaired by Professor Simon Willcock. The role of this committee is to provide oversight of clinical policy, procedure and care outcomes for residents in Estia Health homes. Monitoring of compliance to Aged Care Quality Standards is a key function with particular reference to Standard 8 Organisational Governance. This committee reports to the Risk Management Committee on a regular basis.

COVID-19

The economic, health and social impacts of the COVID-19 pandemic continue to be experienced across Australia at the date of this report. The COVID-19 pandemic is presenting enormous challenges, which are being acutely felt across the aged care sector, particularly in Victoria.

As noted earlier in this Statement, the Company has established a COVID-19 Risk Sub-Committee to provide governance oversight of the response to the COVID-19 pandemic.

Further, management has established a dedicated Critical Incident Management Team (**CIMT**) which works with our 69 homes in managing our response to Australian Health Protection Principal Committee guidelines and State Directions. The CIMT closely monitored developments in other countries and World Health Organisation guidelines and announcements to learn from those experiences and pro-actively initiate preventative measures in our homes.

The Company has regularly reviewed and revised its COVID-19 prevention and response plans, and its business continuity plans in response to guidelines issued by

Government noting the specific challenges posed by COVID-19 as this unprecedented situation continues to evolve.

The impact of COVID-19 and the associated risks to the Company are detailed in the Directors' Report released with the Appendix 4E and Annual Financial Statements on 18 August 2020.

REGULATORY ENVIRONMENT

The residential aged care sector in which the Company operates is highly regulated within the provisions of the Aged Care Act and Aged Care Quality and Safety Commission Act.

The Commission approves providers and, monitors the quality of care and services delivered. The Department of Health issues bed licences on a strictly controlled basis and governs the fees and services which are delivered and funded. As such Government policy settings have a major impact on the financial performance of providers.

The Royal Commission into Aged Care was called by the Prime Minister in September 2018 amid growing community concern about the quality of care in the sector. The Terms of Reference are broad, focusing on the quality of care and future sustainability of the sector.

The Company has created a Royal Commission and Regulatory Committee to assist the Board in responding to the Royal Commission.

Further details on the Royal Commission and the regulatory environment within which Estia Health operates is detailed in the Directors' Report released with the Appendix 4E and Annual Financial Statements on 18 August 2020.

INTERNAL AUDIT

As is the case with the wider health care industry, the Australian residential aged care industry is highly regulated by the Australian Government. Providers must be approved by the Department of Health, hold allocated places issued by the Department of Health and ensure that their facilities are accredited to legislated standards. From 1 July 2019 the new Aged Care Quality Standards came into effect. There are eight standards, with 42 requirements. The Executive Director (**ED**) at each home is responsible for implementing Estia Health's clinical governance framework. They are supported by Regional, State and National functions that assist EDs in maintaining accreditation and compliance.

Estia Health has an internal audit function that is provided by an external service provider. The role is appointed by the Audit Committee. The Internal Audit function reports operationally to the CFO and functionally, has a joint reporting line to the CFO and the Audit Committee. Internal Audit provides independent assurance and has no direct authority or responsibility for the activities it reviews.

PROPERTY AND INVESTMENT COMMITTEE

Given the significant size of Estia Health's property portfolio and the continued expansion of the business anticipated in the future, Estia Health has established a dedicated Property and Investment Committee to oversee this important part of the Group.

The Committee, in accordance with its Charter (available on the Company's website), is responsible for reviewing and making recommendations to the Board in respect to;

- Assisting the Board in overseeing the investment and acquisition activities of the Group, including the development, acquisition and disposal of real estate assets
- Reviewing and providing recommendations to the Board in respect of acquisitions (including merger and acquisition activity), divestments and development proposals
- Monitoring and reviewing the performance of acquired assets or investments against deliverables or objectives initially provided to the Board
- Ensuring that appropriate programs are in place for the maintenance and renewal of aged care facilities, including for the restoration, repair, replacement and/or modernisation of existing facilities
- Reviewing, monitoring and making recommendations to the Board regarding the consideration of ESG issues in support of sustainability efforts, including utilities usage, waste management, transportation planning and similar matters and
- Consider, monitor and make recommendations in relation to capital expenditure in excess of management's delegated authority.

The qualifications and experience of the members of the Property and Investment Committee are outlined in the Directors' Report contained in the Annual Report, and as follows:

CHAIR OF PROPERTY AND INVESTMENT COMMITTEE:

HON. WARWICK L. SMITH AO

Non-executive Director, AO, LL.B

Warwick is Director of Seven Group Holdings (SGH), a leading Australian diversified operating and investment group with market leading businesses and investments in industrial services, oil and gas, and media. He is also Chairman of the Advisory Board of Australian Capital Equity, which has significant interests through its major shareholding in SGH.

He is Chairman of Ord Minnet, a leading private wealth management group and Chairman of Aitken Investment Management.

Chairman of the Australia-China Council and newly announced Chairman-designate of the National Foundation for Australia-China Relations and Chairman of the China Leadership Group of the Business Council of Australia. In addition, he is Global Trustee of the Asia Society and Chairman Emeritus of the Asia Society in Australia.

Formerly, he was Chairman of E*TRADE, Senior Managing Director of the Australia New Zealand Banking Group Limited (ANZ), Chairman, ANZ Thailand and Director, ANZ Greater China and Chairman, ANZ New South Wales and Australian Capital Territory. He was also formerly an Executive Director with Macquarie Bank for 10 years and an Australian Federal Government Minister, with a parliamentary career spanning 15 years, including Minister for Family Services and Aged Care. He was also Chairman of the Australia-China Council and its successor, the National Foundation for Australia-China relations, Australia's first Telecommunications Ombudsman and has received a Centenary Medal and has twice been awarded an Order of Australia.

DR GARY WEISS AM

Non-executive Director and Chairman, AM, LL.B (Hons). LL.M (with Dist), JSD

Dr Weiss's qualifications and experiences have been listed in the Annual Report.

PAUL FOSTER

Non-executive Director, B.Comm; MA; GAICD

Mr Foster's qualifications and experiences have been listed in the Directors' Report in the Annual Report.

ECONOMIC, ENVIRONMENTAL AND SOCIAL SUSTAINABILITY RISKS

Specifically in response to Recommendation 7.4 of the ASX Recommendations, the Board does not believe it has any material exposure to economic, environmental or social sustainability risks. However, recognising the growing significance of non-financial risks on the long-term sustainability of the organisation, this year the Board has focused on developing mitigating actions for identified ESG related risks across the organisation. Developed by the internal ESG committee, in FY20 the Board endorsed Estia Health's first Sustainability Strategy which forms a roadmap for addressing strategic ESG related issues over the period FY20-23. (Below)

PHASE/TASK	PROGRESS TO DATE
1. Develop a roadmap of ESG related initiatives to address key identified material issues Establish a sustainability framework aligned to key material issues which clearly defines the focus areas and consistent key measures of success (reporting metrics). Define and approve list of short and long term initiatives to address key environmental, social and community related risks over the period FY20-23 through a formal Sustainability Strategy. Define and approve targets for each Focus Area, informed by data led evidence included in the Sustainability Strategy. Design and implement initiatives approved by the ESG committee with continued measurement and monitoring of progress.	Completed FY20 Completed FY20 Completed FY20 FY20-23
2. Key ESG risk mitigations in FY20-23 Sustainability Strategy Supply Chain Development of Modern Slavery Compliance Statement with: <ul style="list-style-type: none"> • identification of high risk supplier categories and suppliers surveyed. • Submission and compliance with Modern Slavery Act 2018. Reducing Emissions Reducing Scope 1 and 2 operational carbon emissions through: <ul style="list-style-type: none"> • Sourcing energy from renewable sources through investigation of initiatives beyond solar initiatives already in place • Waste reduction programs that divert of up to 50% of waste from landfill Climate change Understanding the vulnerability of our portfolio to the impacts of climate change and implemented risk mitigation strategies where required. <ul style="list-style-type: none"> • Climate exposure assessment of portfolio • Climate vulnerability and mitigating actions. 	FY20 FY21 FY21 FY21-23 Completed FY20 FY21
3. Engagement and reporting Maintain Estia Health as an active member of various ESG/CSR related working groups to ensure we are at the forefront of ESG related trends and topics. Define the most appropriate format or internationally recognised reporting protocol which is most suitable to report on against ESG related issues. Further refine data capture systems to streamline future reporting of key environmental, social and community related metrics.	FY20 Estia Health became a member of the Ethics Alliance FY21 FY21

Principle 8

Remunerate fairly and responsibly

NOMINATION AND REMUNERATION COMMITTEE

The Board has established a Nomination and Remuneration Committee, which in accordance with its Charter (available on the Company's website), is responsible for reviewing and making recommendations to the Board in respect to:

- Appointment and re-election of Directors
- Induction and continuing professional development programs for Directors
- Development and implementation of processes for evaluating the performance of the Board, its committees and Directors
- Processes for recruiting new Directors (including evaluation of skills, independence and experience)
- The appointment and re-election of Directors
- Succession planning for the Board, the CEO/MD and other Senior Executives and
- Ensuring that the Board is of a size and composition conducive to making appropriate decisions, with the benefit of a variety of perspectives and skills in the best interests of the Company as a whole (see Board Skills Matrix set out earlier in this Statement).

The Group distinguishes the structure of Non-executive Directors' remuneration from that of Executive Directors and Senior Executives.

Estia Health's policy is to reward executives with a combination of fixed, performance-based and equity-based incentives. In relation to ASX Recommendation 8.3, the Group's Trading Policy prohibits employee shareholders (which includes those that have obtained shares via the equity-based remuneration scheme) short-term trading, margin lending, and hedging of unvested Group securities.

Non-executive Directors receive Board fees that are set having regard to the responsibilities and risks of the role and market competitiveness. To create alignment between Non-executive Directors and shareholders, Non-executive Directors are encouraged to hold Estia Health shares and a policy has been adopted that places a minimum holding requirement of the equivalent of 50% of one years' pre-tax director fees, to be achieved after 5 years. Conversely, to preserve independence and impartiality, no element of Non-executive Director

remuneration is 'at risk' (that is, it is not based on the performance of the Group).

For details of the Group's remuneration structure, please refer to the Remuneration Report contained within the Annual Report.

The Nomination and Remuneration Committee's current membership, the independence of Committee members and attendance by each Committee member at Committee meetings during FY20, are set out earlier in this Statement. The qualifications and experience of the members of the Nomination and Remuneration Committee are outlined in the Directors' Report in the Annual Report, and are briefly summarised below:

CHAIR OF NOMINATION AND REMUNERATION COMMITTEE: PAUL FOSTER

Non-executive Director, B.Comm; MA; GAICD

Paul holds a Bachelor of Commerce (with Merit) from the University of Wollongong and a Master of Arts from UNSW Australia.

Paul is an experienced financial services professional and Company Director, with more than 20 years of investment experience in the infrastructure, private equity and real estate asset classes, including substantial investments in the healthcare sector.

Paul is a Managing Director at Pacific Equity Partners, one of Australia's largest alternative investment management firms. He is also a Non-executive Director of WINconnect Pty Ltd.

Until May 2015, Paul was head of AMP Capital's Infrastructure investment business in Australia and New Zealand, where he was responsible for the management of \$4.5 billion of infrastructure investments on behalf of Australian and global superannuation funds and investors. In this role and amongst investments spanning the aged care, transport, timberland and social infrastructure sectors, Paul was responsible for the investment that created the second largest for profit aged care business in Australia. Paul was a Director of the Opal Aged Care Group (formerly Domain Principal Group) between 2010 and 2015 and was Chairman of the Group in 2011. Prior to AMP Capital Paul was an investment professional at Macquarie Group and Perpetual Investments.

HELEN KURINCIC

Non-executive Director, MBA; Grad Dip Wom Stud; PBC Crit Care; Cert Nsg; FAICD

Ms Kurincic's qualifications and experiences have been listed in the Directors' Report in the Annual Report.

DR GARY WEISS AO

Non-executive Director and Chairman, LL.B (Hons). LL.M (with Dist), JSD

Dr Weiss's qualifications and experiences have been listed in the Directors' Report in the Annual Report.

THIS CORPORATE GOVERNANCE STATEMENT WAS APPROVED BY A RESOLUTION OF THE BOARD ON 18 SEPTEMBER 2020.

