



Diversity Policy

Estia Health Limited ACN 160 986 201 (Company)

Approved by the Board on 12 May 2020

Diversity Policy

1 Diversity at Estia Health

1.1 Our commitment

This policy sets out Estia Health's commitment to diversity and inclusion in the workplace and provides a framework to achieve Estia Health's diversity goals.

We are committed to creating and ensuring a diverse work environment in which everyone is treated fairly and with respect and where everyone feels responsible for the reputation and performance of Estia Health. The Board of Directors of Estia Health (**Board**) and management believe that Estia Health's commitment to this policy contributes to achieving Estia Health's corporate objectives and embeds the importance and value of diversity within the culture of Estia Health.

Diversity can broaden the pool for recruitment of high quality employees, enhance employee retention in a competitive labour market, improve Estia Health's corporate image and reputation and foster a closer connection with and better understanding of customers. It is important that Estia Health is able to attract, retain and motivate employees from the widest possible pool of talent.

1.2 Who this policy applies to

This policy applies to all Directors of the Board, as well as all other officers, employees, contractors, consultants and associates of Estia Health. It is essential that you are familiar with this policy, which is available on Estia Health's website.

1.3 Implementation

The Board has delegated to the Nomination and Remuneration Committee (**Nomination and Remuneration Committee**) the role of overseeing the implementation of this policy and assessing progress in achieving its objectives. See paragraph 3.2 (Nomination and Remuneration Committee responsibilities) below.

2 What diversity means to us

2.1 What is diversity?

Diversity refers to characteristics that make individuals different from each other. Diversity encompasses differences in backgrounds, qualifications and experiences, and also differences in approach and viewpoints. It includes factors such as gender, age, disability, ethnicity, marital or family status, religious beliefs, cultural background, socio-economic background, sexual orientation, gender identity, sexual preference, language and other areas of potential difference.

2.2 Gender diversity

Estia Health has a strong commitment to gender diversity and 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 women to reach their full potential.

2.3 Board and senior executive diversity

At Estia Health, diversity of gender and background are two important criteria we take into account in developing our succession plans and appointment processes for

our Board and senior executive positions. However, other selection criteria, in particular business acumen and industry experience, are also fundamentally important. The Nomination and Remuneration Committee will report to the Board regarding our succession plans and appointment processes with the aim of achieving our diversity objectives, in particular regarding the number of women in senior executive positions and on the Board.

2.4 Work and life balance

Estia Health believes in assisting employees to maintain a healthy and holistic balance between work, family and other commitments, activities and interests.

2.5 Ability not disability

When we employ and promote people, we consider ability and not disability. We aim to create an inclusive environment that supports people and removes artificial barriers from the workplace.

3 How we promote diversity

3.1 Steps we are taking and measurable objectives

Estia Health is committed to an inclusive workplace that embraces and promotes diversity as part of our corporate culture. This involves providing supportive and inclusive diversity-related workplace policies, programs and practices within our business. In order to have an inclusive workplace, discrimination, harassment, vilification and victimisation cannot and will not be tolerated.

3.2 Nomination and Remuneration Committee responsibilities

The Nomination and Remuneration is responsible for:

- (a) promoting diversity as an important strategic and cultural factor to achieve business objectives across the organisation;
- (b) in consultation with our People & Culture (**P&C**) team and management personnel throughout the business, proposing measurable objectives to the Board to achieve gender diversity in the composition of the Board, senior executives and workforce generally, identifying ways in which achievement is to be measured, and reporting to the Board on the progress in achieving these objectives;
- (c) reporting to the Board on diversity issues generally within Estia Health and making appropriate recommendations;
- (d) together with our P&C team, identifying ways to promote a culture supportive of diversity, including developing and promoting policies, programs and guidelines;
- (e) ensuring recruitment and selection processes across all levels of Estia Health are structured so that a diverse range of candidates are considered and actively reviewing on a regular basis Estia Health's recruiting practices, policies and procedures to reduce bias, both conscious and unconscious;
- (f) identifying, designing and implementing programs that will assist in the development of a broader and more diverse pool of skilled and experienced employees and that, over time, will prepare them for senior management and Board positions;

3.3 The Board's role

The Board will:

- (a) review and approve measurable objectives for achieving gender diversity, in the composition of the Board, senior executives and workforce generally;
- (b) annually assess these objectives and the progress in achieving them; and
- (c) review and monitor the effectiveness of this diversity policy, including in relation to Board diversity.

4 Review and publication of this policy and our progress

The Nomination and Remuneration Committee will review this policy annually to ensure it remains relevant to the current needs of Estia Health and report to the Board any changes it considers should be made. This policy may be amended by resolution of the Board.

This policy will be made available to all directors and employees and will be available on Estia Health's website.

We will provide information in Estia Health's Corporate Governance Statement regarding:

- (a) key features of this policy;
- (b) our measurable objectives for achieving gender diversity and our progress towards achieving them; and either
 - the respective proportions of men and women on the Board, in senior executive positions and across the whole workforce (including how the Company has defined 'senior executive' for these purposes); or
 - Estia Health's most recent "Gender Equality Indicators" as defined in and published under the Workplace Gender Equality Act.