



Diversity Policy

Estia Health Limited ACN 160 986 201 (“Company”) and all related entities in the Estia Group (“Group”)

Approved by the Board on 17 November 2014

Diversity Policy

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Diversity Policy

1 Diversity at the Company

1.1 Our commitment

This policy sets out the Company's commitment to diversity and inclusion in the workplace and provides a framework to achieve the Company'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 the Company. The board of directors of the Company ("**Board**") and management believe that the Company's commitment to this policy contributes to achieving the Company's corporate objectives and embeds the importance and value of diversity within the culture of the Company.

Diversity can broaden the pool for recruitment of high quality employees, enhance employee retention, improve the Company's corporate image and reputation and foster a closer connection with and better understanding of customers. It is important that the Company 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 the Company. It is essential that you are familiar with this policy, which is available on the Company'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 or cultural background, sexual orientation, gender identity, sexual preference language and other areas of potential difference.

2.2 Gender diversity

The Company 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 the Company, diversity of gender and background are 2 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

The Company 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

The Company 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.

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 Human Resources (“HR”) team and management personnel throughout the business, proposing measurable diversity objectives to the Board to achieve gender diversity, 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 the Company and making appropriate recommendations;
- (d) together with our HR 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 the Company are structured so that a diverse range of candidates are considered and actively reviewing on a regular basis the Company’s recruiting practices, policies and procedures to reduce bias, both conscious and unconscious;
- (f) identifying 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:

- review and approve measurable objectives for achieving diversity, including gender diversity across, and at various levels of, our organisation;
- annually assess these objectives and the progress in achieving; and
- 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 the Company 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 the Company's website and the key features, or a URL link to the webpage, are published in the annual report.

We will provide information in the Company's annual report regarding:

- (a) key features of this policy;
- (b) our measurable objectives for achieving gender diversity and our progress towards achieving them; and either
 - the proportion of women employees in the organisation, in senior executive positions and on the Board; or
 - the Company's most recent "Gender Equality Indicators" as defined in and published under the Workplace Gender Equality Act.