



Pay Equity Report 2026

Our Commitment

“Estia Health is committed to ensuring gender is not a barrier to participation in our workforce. We actively provide opportunities that support and empower men, women and non-binary individuals to reach their full potential and build great careers”.



Sean Bilton
Chief Executive Officer

Acknowledgement of Country

Estia Health acknowledges the Traditional Owners of Country throughout Australia. We pay our respect to Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander Peoples.

About Estia Health

Estia Health is one of Australia's largest providers of residential aged care, with a footprint across multiple Australian states. The Company's approach to aged care is underpinned by ensuring a network of homes that reflect the resident-centred services and needs valued within their local communities. The team of over 14,000 nurses, carers and support staff care for more than 10,000 residents each year across the organisation.

Estia Health aims to create homes where everyone is welcome, reflecting the needs of our residents, our people and the broader communities in which we operate. Our people and our residents join us from all walks of life, with the organisation's purpose 'to enrich and celebrate life together'. A committed and skilled workforce, led by an experienced management team, delivers care services which focus on the needs of residents and those that support them.

Our Gender Pay Gap

The gender pay gap is a measure of the difference between the median earnings of men and women in the workplace (irrespective of roles or seniority).

Under the Workplace Gender Equality Agency (WGEA) methodology, Estia Health's overall median total remuneration gender pay gap for the 2024-25 reporting period was 1.3%.

At Estia Health, the pay rates of the vast majority of our employees are determined by the terms of our enterprise agreements. Pay rates under these instruments are based on skills and qualifications, as well as tenure.

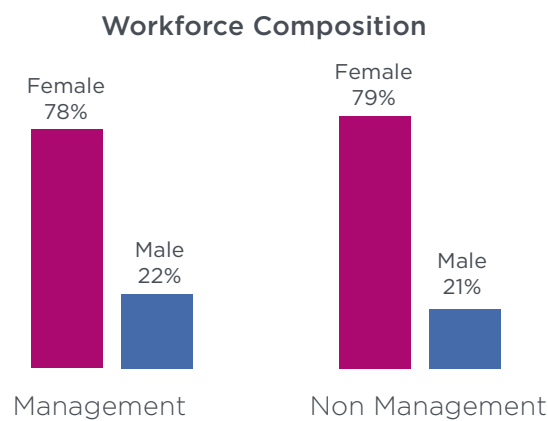
The majority of our employees are women. We regularly review pay and remuneration to ensure that we are taking steps to close the gender pay gap in an appropriate manner.

We also continue to gather insight and experience from our workforce to understand what the barriers are and how we can overcome them.

We remain committed to improving gender balance, supporting careers and decision making. We will continue to create opportunities to allow our employees to grow, develop and progress within the organisation, irrespective of gender identity, ethnicity, race, religion, sexual orientation or disability.

Our Gender Diversity

From the 2024-25 WGEA reporting period, 78% of our management roles were held by women, and 79% of our non-management roles were held by women:



Note that employees identified as non-binary are currently not included in the above figures while WGEA establishes the baseline level for this information.

“I commenced with Estia Health as an endorsed enrolled nurse and worked whilst completing my Bachelor of Nursing. Once qualified I gained a position as a registered nurse. Gaining support from my Residential Aged Care Manager at the time, it wasn’t long before I was appointed to the position of a Care Director at Estia Health Southport prior to its rebuild. Since then, with the support of the Residential Aged Care Manager and Regional Manager, I travelled and assisted many homes within our region assisting through accreditation, and commissioning of 2 new homes where I gained further knowledge and confidence.

Throughout my career with Estia Health, I have always felt supported and encouraged to take the next step in my career, leading to me becoming a manager of one of our largest residential aged care homes..

Estia Health also provided me with care and support during my parental leave, enabling me to take leave from role as a Residential Aged Care Manager and to have quality time with my family and our beautiful baby boy.”

Donna
Residential Aged Care Manager
Estia Health team member

2024-25 WGEA Reporting Outcomes

Our gender pay gaps from the 2024-2025 WGEA reporting period are as follows:

Median Total Remuneration	1.3%
Median Base Remuneration	0.4%

Total Remuneration: includes all remuneration for an employee, including superannuation, overtime, bonuses and other additional payments.

Base Salary: an employee’s regular salary, excluding superannuation, overtime, bonuses and other additional payments.

We have a consistent representation of males and females across each quartile, with a slightly higher proportion of males in the upper quartile than in the lower quartiles.

The chart below divides the full time equivalent total remuneration of all employees into four equal quartiles:

Gender Composition by Pay Quartile

Quartile	Male	Female	ATR*
Total Workforce	21%	79%	\$102,000
Upper Quartile	22%	78%	\$141,000
Upper Middle Quartile	23%	77%	\$100,000
Lower Middle Quartile	20%	80%	\$89,000
Lower Quartile	21%	79%	\$76,000

**Average Total Remuneration*

“Over the past decade, my journey with Estia Health has been nothing short of extraordinary, and I want to extend my heartfelt gratitude for this enriching experience. The opportunities for growth, the invaluable training, and development have been pivotal in shaping my professional path. I’ve been privileged to explore various roles within the business allowing me to not only love but passionately live the brand and I find myself wholeheartedly embracing and embodying the essence of what we offer. Estia Health’s commitment to investing in training for its employees has been a cornerstone not only for me but also for my fellow colleagues.

Coming to work daily transcends routine; it’s a wellspring of genuine happiness and fulfillment. The unwavering support, encouragement, and the dynamic environment have crafted a space where my love for the work transforms into a true enjoyment. Thank you for being the catalyst that has made this decade an incredibly rewarding and fulfilling experience for me.”

Candi
Digital Communications Coordinator
Estia Health team member

“I commenced my time at Estia Health in the role of a Finance Manager. Over the course of the past five years, with support from my manager and leaders, I’ve ascended to the position of Head of Financial Reporting and Analysis, overseeing a dynamic team of 24 professionals. The company’s commitment to fostering my professional development is exemplified through continuous opportunities to collaborate on impactful projects and contribute to our shared success.”

Jeannette
Head of Financial Reporting and Analysis
Estia Health team member

Our Actions

Recruitment Strategies	Support Programs
<ul style="list-style-type: none"> • In late 2024, we implemented a hiring manager training video to senior leadership induction, which includes unconscious bias, and how to reduce bias in our recruitment and interview processes. • Our job advertisement templates have been run through a gender decoder and they are gender neutral. • Our careers site has been reviewed with a gender equity lens. 	<ul style="list-style-type: none"> • In line with our commitment to employee wellbeing, our Employee Assistance Program (EAP) is accessible to all employees and their family members. • Our Wellbeing App offers employees convenient access to a range of tools and health resources, including counselling services, promoting overall workforce health and wellbeing. • Since 2022, Estia Health has been training leaders, clinical team members and other key roles in Psychological First Aid. • Paid leave is available to employees experiencing Domestic and Family Violence. • We have an option for employees to co-create a workplace safety plan if they are experiencing Domestic and Family Violence • Employees can access paid parental leave
Flexible Working	Training and Development
<ul style="list-style-type: none"> • Full-time, part time and casual employment options with flexible hours and days are available to support employees. • Flexible rostering is available to support employees with caring responsibilities, employees experiencing Domestic and Family Violence or illness / injury. • Hybrid working options are available to Central Services (non-aged care home based) employees. • Flexible intra and interstate travel times are supported for employees required to travel as part of their role. • Gradual return to work is available to support employees returning to work following parental leave. • Employees have the option to purchase additional annual leave • Employees have the option to take additional (unpaid) annual leave. 	<ul style="list-style-type: none"> • Our 12-month clinical foundations program supports Graduate Nurses to enhance clinical competency. • We proudly support new entrants to the aged care workforce through traineeships. In the last financial year, we supported 74 trainees (90% females and 10% males). • We provide ongoing development through a scholarship program, encouraging enrolled nurses to pursue a Registered Nurse qualification. Currently we support 21 staff, of which 81% are female and 19% male. • Between Feb – Aug 25, twelve home leaders participated in formal Leadership Coaching. Of the twelve, ten were female.



**New South Wales
Registered Office**

Level 9, 227 Elizabeth Street
Sydney NSW 2000

T +61 2 9265 7900

E info@estiahealth.com.au

Victoria Office

Level 2, 1155 Toorak Road
Camberwell VIC 3124

T +61 3 9811 9777

F +61 3 8657 0899

E info@estiahealth.com.au

estiahealth.com.au

