

Global Diversity and Inclusion Policy

Approved by the Board of
Ramsay Health Care Limited
on 21 February 2023



Global Diversity and Inclusion Policy

POLICY PURPOSE

This Policy is designed to set out Ramsay's expectation in relation to Diversity and Inclusion.

APPLICATION OF POLICY

This Policy applies to all Ramsay Personnel globally.

POLICY STATEMENT

"The Ramsay Way" culture recognises that people – staff and doctors – are Ramsay Health Care's most important asset and this has been key to the organisation's ongoing success. As part of that, Diversity and Inclusion is a business imperative that assists to drive business results, enhance Ramsay's reputation and, attract, recruit, engage and retain a diverse group of talented people.

SCOPE

Ramsay recognises that diversity has many different facets. It includes differences that relate to gender, age, ethnicity, race, nationality, family status, cultural background, ability, religious beliefs and sexual orientation. In addition, diversity includes differences in communication styles, perspective, life experiences, background, interpersonal skills, education, functional expertise and problem solving skills.

Inclusion is the practice of making sure our organisation fosters the involvement and engagement of diversity in all our practices.

We are proud of the considerable diversity that already exists throughout the organisation's workforce. We will continue strive to create a culture that embraces the differences of ideas, perspectives and experiences that diversity brings in recognition of the positive impact a diverse workforce has on Ramsay's overall performance.

This Policy seeks to embed the value of diversity and inclusion across the organisation and to outline strategies to address the representation of women in senior management positions, and on the Board, and to continue to facilitate a workforce aligned to the diversity of our patients.

PROMOTING DIVERSITY

In order to facilitate greater diversity in management and leadership roles, Ramsay will continue to:

- monitor policies which address impediments to gender diversity and other forms of diversity in the workplace (including parental leave and flexible work policies that promote balance of work and life responsibilities and interests, such as family, carer, study, community and cultural needs);
- monitor the effectiveness of, and continue to expand on, existing initiatives designed to identify, support and develop talented employees from a diverse range of backgrounds, including leadership programs and tailored professional development opportunities;
- consider remuneration by gender and strategies or changes to address any pay gap; and
- report to the People & Remuneration Committee and Board on strategies outlined in this Policy.

Ramsay will not tolerate any form of discrimination or harassment, bullying and victimisation of persons in the workplace.

MEASURABLE OBJECTIVES

The People & Remuneration Committee will set measurable objectives for achieving gender diversity in the composition of the Board, senior executives and workforce generally. These objectives will be appropriate and meaningful.

Performance against these objectives will be reviewed annually by the People & Remuneration Committee. Ramsay will disclose in its Corporate Governance Statement each year:

- the measurable objectives set for that reporting period to achieve gender diversity; and
- Ramsay's progress towards achieving them.

GENDER REPRESENTATION REVIEW

On an annual basis, the Board will review the respective proportion of men and women on the Board, in senior executive positions, and across the whole workforce.

Ramsay will disclose in its Corporate Governance Statement:

- the respective proportion of men and women employees on the Board, in senior management positions, and across the whole workforce (including how the Company defines 'senior management' for these purposes);
- or, if applicable, the Company's most recent 'Gender Equality Indicators' as defined by the Workplace Gender Equality Act 2012 (Cth).

RECRUITMENT AND SUCCESSION PLANNING

We aim to attract and retain a workforce whose composition reflects a diversity of backgrounds, knowledge, experience and perspectives, aligned with the diversity of our patients.

Succession planning

The Board is responsible for the development and succession planning process for the Managing Director & CEO and other members of the senior executive team and management is responsible for the development and succession planning process for all other employees. In making its decisions, the Board and management will have regard to diversity criteria.

Audits are regularly completed in order to consider the diversity within our succession pools, and tailored professional development opportunities are offered to all our people including access to mentoring and coaching.

Board appointment process

The Board, in conjunction with the Nomination & Governance Committee, is responsible for approving the criteria for nomination as a Director. In doing so, the Board and Nomination & Governance Committee have regard to the skills, experience, expertise and personal qualities that will best complement Board effectiveness and promote Board diversity having regard to:

- the Board skills matrix; and
- the existing composition of the Board;

DEFINITIONS

Diversity

Includes differences that relate to gender, age, ethnicity, race, nationality, family status, cultural background, ability, religious beliefs and sexual orientation. In addition, diversity includes differences in communication styles, perspective, life experiences, background, interpersonal skills, education, functional expertise and problem solving skills.

Inclusion

The practice of making sure our organisation fosters the involvement and engagement of diversity in all our practices.

Ramsay

Ramsay Health Care Limited ACN 001 288 768 and its related bodies corporate. That is, all companies and other entities within the Ramsay Group worldwide or any of those entities, as the context requires.

Ramsay Personnel

All Ramsay directors, officers, employees (including permanent, casual, fixed-term, temporary and agency workers wherever located), agents, contractors and volunteers.

RELATED POLICIES

Ramsay Code of Conduct

People & Remuneration Committee Charter

Nomination & Governance Committee Charter

Workplace Diversity Guidelines

REVIEW OF POLICY

This policy will be reviewed periodically by the People & Remuneration Committee and updated when required.

This policy is approved by the Board.

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