Group Diversity and Inclusion Policy

Approved by the Board of
Ramsay Health Care Limited
on 27 October 2026

Ramsay Health Care

Group Diversity and Inclusion Policy

POLICY PURPOSE

This Policy sets out Ramsay Health Care's (**Ramsay**) expectations in relation to Diversity and Inclusion.

APPLICATION OF POLICY

This Policy applies to all Ramsay Personnel globally.

POLICY STATEMENT

The culture underpinned by the purpose of *People Caring for People* recognises that people – employees and doctors – are Ramsay'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, engage and retain a diverse group of talented people.

SCOPE

Ramsay recognises that diversity has many different facets. It refers to the range of differences among people, including 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 refers to the deliberate actions and behaviours that foster a workplace culture where diverse individuals are welcomed, respected, supported and empowered to contribute fully and equally.

We are proud of the considerable diversity that 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.

Ramsay 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

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

- monitor policies which address impediments to 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.

MEAUSURABLE 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 executive' 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 Group CEO & Managing Director 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.

Reviews are regularly completed 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 (among other things) 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

Inclusion refers to the creation of a workplace where all individuals feel respected, valued, supported and able to contribute fully, regardless of their background, identity or personal circumstances.

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 & CHARTERS

Ramsay Code of Conduct

Board Charter

People & Remuneration Committee Charter

Nomination & Governance Committee Charter

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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