

Whistleblower Policy

Approved by the
Board of Ramsay Health Care Limited
on 23 June 2026, effective 1 July 2026



Ramsay
Health Care

Policy Title: Whistleblower Policy

All directors, employees and visiting medical officers (**VMO**) of Ramsay Health Care must comply with this policy. Department and Facility Managers should ensure that each Ramsay employee and VMO is made aware of the contents of this policy and requirements of this policy.

1. BACKGROUND

Ramsay Health Care Limited (**Ramsay**) is a public company that is listed on the Australian Securities Exchange (**ASX**).

Ramsay is committed to achieving the highest possible standards of service to its employees, patients and other stakeholders in accordance with the '[Ramsay Way](#)'.

The Board and management encourage the reporting of any behaviour, conduct or affairs that are inconsistent with Ramsay's expected standards of conduct and behaviour.

2. POLICY PURPOSE

The purpose of this policy is to:

- promote a culture of responsibility in reporting Improper Conduct within the Group;
- explain how to make a report about Improper Conduct;
- outline the protections available for those who make a report;
- outline Ramsay's processes for responding to reports; and
- promote a workplace environment in which everyone feels safe, supported and encouraged to report Improper Conduct.

3. DEFINITIONS

Group means Ramsay and its wholly owned subsidiaries globally, as well as any other Australian subsidiaries.

Improper Conduct means any suspected or actual misconduct or improper state of affairs or circumstances in relation to the Group.

Examples of Improper Conduct may include:

- breaches of certain laws or regulations;
- acting on a conflict of interest, for example showing undue favour over a contractual matter or to an applicant for employment where the person is a family member or friend;
- conduct endangering health and safety, or causing actual or likely damage to the environment;
- financial fraud or mismanagement;
- conduct likely to damage Ramsay's financial position or reputation;
- conduct that represents a danger to the public or financial system;
- modern slavery in the Group's operations or supply chains; and
- deliberate concealment of any of the above.

Improper Conduct does not generally cover personal work-related grievances. Attachment 1 sets out examples where personal work-related grievances may qualify for legal protections.

Personal work-related grievances means grievances relating to an individual's employment (or former employment) that have implications for the individual personally (e.g. disagreements between two employees, a promotion outcome decision, or a disciplinary decision about the employee). Generally, personal work-related grievances are more effectively addressed by contacting your relevant manager or Human Resources contact. For further information, please refer to the Ramsay Grievance Policy or Ramsay Performance Management and Disciplinary Policy.

4. SCOPE OF APPLICATION

This policy applies to Ramsay and the Group, as well as all current and former directors, officers, employees, associates and suppliers, including VMOs, (and employees of suppliers) of the Group. It also covers spouses, relatives or dependants of such persons.

Others, including employees of indirect suppliers, can also use the reporting channels in this policy to raise concerns in relation to modern slavery or breaches of Ramsay's Human Rights and Labour Policy.

Ramsay has alternate escalation processes for patient/carer concerns about patient or clinical care. For example, in Australia, if a patient, their family, or carers, believe something is 'not right' with the clinical condition of the patient, or they are concerned about the patient's condition, and need to escalate concerns and call for rapid assistance, the Ramsay Rule should be followed. More information about The Ramsay Rule can be found [here](#). In addition, Ramsay also has other policies and procedures, such as the Complaint Management Policy and Clinical Incident Management Policy, in support of the escalation of clinical matters raised by patients and/or their carers.

Ramsay individuals who are intending to make a public interest disclosure in NSW should refer to Ramsay Australia's NSW Public Interest Disclosure Guidelines (accessible via Ramsay Australia's intranet).

For those Ramsay subsidiaries outside of Australia that are not wholly owned or Ramsay related companies that are not controlled by Ramsay (eg. joint venture entities), Ramsay strongly encourages these entities to establish whistleblowing procedures that are consistent with the principles outlined in this policy.

This policy reflects Australian law as at the date of this policy's approval. Further information regarding the protections afforded (and remedies available) under Australian law to persons who make a report is available at Attachment 1 to this policy.

5. POLICY STATEMENT

Anyone with information about Improper Conduct is encouraged to report that information to a Recipient.

Ramsay will not tolerate anyone being discouraged from reporting Improper Conduct or being subject to detriment because they want to report Improper Conduct or they have done so. Disciplinary action, up to and including termination of employment or engagement, will be imposed on anyone shown to have caused detriment to a person because they want to, or have, made a report.

6. REPORTING IMPROPER CONDUCT

What should be reported?

You are encouraged to report any Improper Conduct. If you are unsure whether particular conduct meets the definition of Improper Conduct, you should still report it under this policy.

You should provide as much information as possible when reporting Improper Conduct, including details of the Improper Conduct, people involved, dates, locations, specific actions, and if any more evidence may exist.

When making a report, you will be expected to have reasonable grounds to believe the information you are reporting is true, but you will not be penalised even if the information turns out to be incorrect. Obviously, you must not make a report that is known to be untrue or misleading. Where it is found that a person has knowingly made a false report, this will be considered a serious matter and will result in disciplinary action.

Who should I speak to?

Ramsay encourages individuals to make a report to one of the following Recipients:

- the [Ramsay Whistleblower Hotline](#) at www.ramsay.deloitte.com.au;
 - Group General Counsel, Group Executive Legal & Corporate Secretariat;
 - Group Chief Risk Officer;
 - General Counsel in your jurisdiction; or
 - the Chair of the Board (if the concern relates to a member of the Group Executive),
- each a "Recipient".

The contact details of the Recipients can be found on the intranet. You can make your report by email, telephone or in person.

The [Ramsay Whistleblower Hotline](#) is an independent service that gives employees and other individuals the opportunity to anonymously report Improper Conduct. The Hotline website is accessible at www.ramsay.deloitte.com.au, where you can fill out a form to log a report. Additional contact details to make a report (including telephone number, email and postal addresses) are also available at www.ramsay.deloitte.com.au, under the 'Contact Us' tab.

Information about all categories of people to whom you can report Improper Conduct and qualify for protection under Australian law is set out in Attachment 1.

Deciding whether to make an anonymous report

Ramsay encourages the reporting of Improper Conduct, however we appreciate that making a report can be difficult.

You can make an anonymous report if you do not want to reveal your identity, and you will still be eligible for protections under this policy and applicable laws. However, you are encouraged to provide your name because it will make it easier for Ramsay to investigate and address your report.

If you do not provide your name any investigation will be conducted as best as possible in the circumstances. However, an investigation may not be possible unless sufficient information is provided, and it may make it difficult to offer you the same level of practical support if Ramsay does not know your identity.

If you would like to obtain additional information before deciding whether to make a report, please contact Ramsay's General Manager (Legal) – Employment & Regulatory.

You are encouraged to maintain communication after your initial report using your preferred reporting channel. This will allow Ramsay to ask follow-up questions if needed and better understand and investigate your concerns.

If you do provide your name, it will only be disclosed if you provide your consent, or in exceptional circumstances where the disclosure is allowed or required by law (e.g. in dealings with a regulator). If you have concerns about this, you can discuss this with the Recipient.

7. RESPONDING TO A REPORT

Details of how Ramsay considers and investigates reports under this Policy are set out in the Whistleblower Handbook.

Ramsay's response to a report will vary depending on the nature of the report and the amount of information provided. Your report may be addressed and resolved informally (such as assisting employees to change their behaviour) or through formal investigation. In all cases, reports will be treated sensitively, seriously, and objectively.

While making a report does not guarantee a formal investigation, all reports will be properly assessed and considered by Ramsay and a decision made as to whether they should be investigated. If an investigation is undertaken, all employees and contractors must cooperate fully with any investigation. Investigators will be independent from any person to whom the report relates.

Ramsay will treat the person to whom the report relates fairly and any findings will be made on reliable evidence. When appropriate, a person being investigated will be provided with details of the report that involves them (to the extent permitted by law) and given an opportunity to respond. However, should patient care or staff safety be compromised, it is likely that the person against whom allegations have been made will be suspended from duty pending investigation.

8. PROTECTIONS FOR PEOPLE WHO REPORT UNDER THIS POLICY:

Protecting the identity of reporters

Ramsay is committed to protecting the identity of people who report Improper Conduct. Your identity (and any information Ramsay has because of your report that someone could likely use to work out your identity) will only be disclosed if you consent to Ramsay disclosing that information or the disclosure is allowed or required by law. Breaching the obligation to protect the reporter's identity may be an offence.

Some examples of how Ramsay may take steps to protect the confidentiality of your identity include securing physical and/or electronic data and de-identifying names in your report.

Protecting reporters from detriment

No person may cause detriment to someone else (or threaten to do so) because of a belief that person has or could make a report under this policy. Examples of detriment include:

- varying an employee's role or duties to their disadvantage (including dismissal);
- discrimination between an employee and other employees of the same employer;
- harassment or intimidation;
- harm or injury, including psychological harm; or
- damage to a person's property, reputation, business or financial position

All incidents of detrimental conduct must be reported to a Recipient. Ramsay will treat any such incidents very seriously.

Any person found to have engaged in detrimental conduct will be subject to disciplinary action. In some circumstances, such behaviour may also be a criminal offence punishable by imprisonment.

Other protections available

Ramsay is committed to making sure that reporters are treated fairly and do not suffer detriment because they report Improper Conduct. The protections offered will depend on things such as the Improper Conduct and people involved. Protections may include the following:

- monitoring and managing the behaviour of other employees;
- relocating employees (which may include the people alleged to have been involved in the Improper Conduct) to a different division, group or office;
- offering reporters a leave of absence or flexible workplace arrangements while a matter is investigated;
- access to Ramsay's Employee Assistance Program (for current employees) and a reporter may also request additional support from Ramsay (such as counselling or other support services); and/or
- rectifying any detriment that the reporter has suffered.

In addition, Ramsay may appoint a **"Designated Protection Officer"** to support and help protect the person making a report of Improper Conduct. A Designated Protection Officer will be the reporter's point of contact. They can arrange additional support for the reporter where needed and can escalate any concerns the reporter has with how their report is being dealt with. Ramsay can only appoint a Designated Protection Officer where a person making a report has agreed to share their identity with the Designated Protection Officer.

Ramsay will look for ways to support all people who make reports, but it will of course not be able to provide non-employees with the same type and level of support that it provides to employees. Where this policy cannot be applied to non-employees (for example, because Ramsay cannot itself offer flexible workplace arrangements to a supplier), Ramsay will still seek to offer as much support as reasonably practicable.

Further information regarding the protections afforded (and remedies available) under Australian law to reporters is available at Attachment 1 to this policy.

9. AUDIT REVIEW AND REPORTING

Compliance with this policy will be monitored by the Ramsay Risk Management Committee.

The Risk Management Committee will receive quarterly updates including on significant breaches and overall metrics, trends and learnings and will report to the Board as appropriate.

The Board will be informed about material incidents outside of scheduled Board reporting as appropriate.

10. REVIEW

This policy will be periodically reviewed by the Ramsay Group General Counsel. The policy will be available on Ramsay's public website and intranet.

RELATED POLICIES, PROCEDURES & GUIDELINES

- Ramsay Whistleblower Handbook
- Global Anti-Bribery & Corruption Policy
- Ramsay Code of Conduct
- Other regional policies, procedures and/or guidelines related to whistleblowing, the management of performance and disciplinary processes, as well as clinical care and incident management. For example, Ramsay Santé has whistleblowing mechanisms for France and each of the Nordic countries. In addition, the following policies should be considered in Australia and the United Kingdom (as applicable):

Ramsay Australia	Ramsay UK	Elysium
• Performance Management and Disciplinary Policy • Understanding Discrimination, Harassment and Bullying Guideline • Complaint Management Policy • Clinical Incident Management Policy • Facility Rules (as applicable) • NSW Public Interest Disclosure guidelines	• Disclosure of Information in the Public Interest – Whistleblowing • Speaking Up For Safety Policy • Staff Grievance Policy • Anti-Harassment and Anti-Bullying Policy • Staff Discipline Policy	• Freedom to Speak Up – Raising Concerns (Whistleblowing) • Grievance and Complaints Policies & Procedures • Being Open & Duty of Candour Policy • Staff-Patient / Resident Relationships & the Prevention of Abuse • Safeguarding Adults; Safeguarding Children & Child Protection; and local Safeguarding Policies (as applicable)

CONTACT

General Manager (Legal) – Employment & Regulatory, Ramsay Health Care

Attachment 1 – Protections provided by Australian law

1. LEGISLATIVE PROTECTIONS

You are encouraged to report Improper Conduct to the Recipients outlined in the Policy and you will be protected as outlined in the Policy if you do.

Australian law also gives special protection to people who report Improper Conduct in other cases, so long as certain conditions are satisfied (for example, you can report Improper Conduct to people other than Recipients).

If you make a “protected disclosure” under the law, you will be entitled to the legal protections outlined in this Attachment.

2. PROTECTED DISCLOSURES

Certain information that is disclosed by certain people (being all current and former directors, officers, employees, associates and suppliers (and employees of suppliers) of the Group, as well as spouses, relatives or dependants of such persons, including dependants of such an individual’s spouse) to certain people or organisations is protected by law. Examples include:

Information reported or disclosed	Recipient of disclosed information
- Information about actual or suspected misconduct, or an improper state of affairs or circumstances in relation to Ramsay or a related body corporate - This includes information that Ramsay or any officer or employee of Ramsay has engaged in conduct that: – contravenes or constitutes an offence under certain legislation (e.g. the Corporations Act); – represents a danger to the public or the financial system; or – constitutes an offence under any law of the Commonwealth that is punishable by imprisonment for a period of 12 months or more.	- A person authorised by Ramsay to receive protected disclosures – i.e. Recipients under this policy - An officer or senior manager of the Group - An auditor, or a member of an audit team conducting an audit, of the Group - An actuary of the Group - ASIC or APRA
Note that “personal work-related grievances” are not protected disclosures under the law, except as noted below.	
Information that may assist the Commissioner of Taxation or the Tax Practitioners Board to perform their functions or duties under a taxation law in relation to Ramsay or an associate	- Commissioner of Taxation - Tax Practitioners Board
Information about misconduct, or an improper state of affairs or circumstances, in relation to the tax affairs of Ramsay or an associate which the employee considers may assist the recipient to perform functions or duties in relation to the tax affairs of Ramsay	- A person authorised by Ramsay to receive protected disclosures – i.e. Recipients under this policy - An auditor, or a member of an audit team conducting an audit, of Ramsay - A registered tax agent or BAS agent who provides tax services or BAS services to Ramsay - A director, secretary or senior manager of Ramsay - An employee or officer of Ramsay who has functions or duties that relate to the tax affairs of Ramsay - The Inspector General of Taxation

Disclosures about the categories of information outlined above can also be reported or disclosed to a legal practitioner for the purpose of obtaining legal advice or representation. Additionally, disclosures in relation to tax-related matters can be disclosed to a medical practitioner or psychologist to obtain medical or psychiatric care, treatment or counselling.

If the information disclosed in a report does not fit within the categories listed in the left hand column above, it will not qualify for protection under the whistleblower laws.

The law also protects certain disclosures made in “emergency” and “public interest” situations, in which case disclosures can be made to additional recipients. As there are specific additional statutory requirements to qualify for protection for emergency and public interest disclosures, Ramsay recommends that you contact Ramsay’s General Manager (Legal) – Employment & Regulatory or seek independent legal advice if you would like more information about emergency and public interest disclosures.

Personal work-related grievances

Legal protection for disclosures about solely personal employment related matters are only available under the law in limited circumstances. A disclosure of a personal work-related grievance will be protected if, in summary:

- it concerns detriment to the reporter because they have or may be considering reporting Improper Conduct under this Policy; or
- it is made to a legal practitioner for the purposes of obtaining legal advice or legal representation in relation to the operation of the whistleblower laws.

Under the law, a grievance is not a ‘personal work-related grievance’ if it:

- has significant implications for an entity regulated under the law that do not relate to the reporter;
- concerns conduct, or alleged conduct, in contravention of specified corporate and financial services laws, or that constitutes an offence punishable by 12 months or more imprisonment under any other Commonwealth laws;
- concerns conduct that represents a danger to the public or financial system; or
- concerns conduct prescribed by the regulations of the Corporations Act.

If you make a ‘mixed report’ that concerns both personal work-related grievances and Improper Conduct, your report will be treated as a protected disclosure.

3. SPECIFIC PROTECTIONS UNDER THE LAW

The protections given by the Corporations Act when the conditions are met include:

- compensation for loss, damage or injury suffered as a result of detrimental conduct;
- an injunction to prevent, stop or remedy the effects of the detrimental conduct;
- an order requiring an apology for engaging in the detrimental conduct;
- if the detrimental conduct wholly or partly resulted in the termination of an employee’s employment, reinstatement of their position; and
- any other order the court thinks appropriate, including an order to pay exemplary damages.

The law also states that if a reporter makes a protected disclosure:

- in some circumstances (e.g. if the disclosure has been made to a regulator) the information provided is not admissible in evidence against the reporter in criminal proceedings or in proceedings for the imposition of a penalty, other than proceedings in respect of the falsity of the information;
- the reporter is not subject to any civil, criminal or administrative liability for making the disclosure; and
- no contractual or other remedy may be enforced or exercised against the reporter on the basis of the disclosure.

