

## Appendix 4G

### Key to Disclosures Corporate Governance Council Principles and Recommendations

Name of entity:

ESTIA HEALTH LIMITED

ABN / ARBN:

37 160 986 201

Financial year ended:

30 June 2019

Our corporate governance statement<sup>2</sup> for the above period above can be found at:<sup>3</sup>

- ☐ These pages of our annual report:
- ☒ This URL on our website: <http://www.estiahealth.com.au/investor-centre/corporate-governance>

The Corporate Governance Statement is accurate and up to date as at 26 October 2018 and has been approved by the board.

The annexure includes a key to where our corporate governance disclosures can be located.

Date: 04 October 2019

Name of Company Secretary authorising  
lodgement:

Leanne Ralph

<sup>1</sup> Under Listing Rule 4.7.3, an entity must lodge with ASX a completed Appendix 4G at the same time as it lodges its annual report with ASX.

Listing Rule 4.10.3 requires an entity that is included in the official list as an ASX Listing to include in its annual report either a corporate governance statement that meets the requirements of that rule or the URL of the page on its website where such a statement is located. The corporate governance statement must disclose the extent to which the entity has followed the recommendations set by the ASX Corporate Governance Council during the reporting period. If the entity has not followed a recommendation for any part of the reporting period, its corporate governance statement must separately identify that recommendation and the period during which it was not followed and state its reasons for not following the recommendation and what (if any) alternative governance practices it adopted in lieu of the recommendation during that period.

Under Listing Rule 4.7.4, if an entity chooses to include its corporate governance statement on its website rather than in its annual report, it must lodge a copy of the corporate governance statement with ASX at the same time as it lodges its annual report with ASX. The corporate governance statement must be current as at the effective date specified in that statement for the purposes of rule 4.10.3.

<sup>2</sup> "Corporate governance statement" is defined in Listing Rule 19.12 to mean the statement referred to in Listing Rule 4.10.3 which discloses the extent to which an entity has followed the recommendations set by the ASX Corporate Governance Council during a particular reporting period.

<sup>3</sup> Mark whichever option is correct and then complete the page number(s) of the annual report, or the URL of the web page, where the entity's corporate governance statement can be found. You can, if you wish, delete the option which is not applicable.

Throughout this form, where you are given two or more options to select, you can, if you wish, delete any option which is not applicable and just retain the option that is applicable. If you select an option that includes "OR" at the end of the selection and you delete the other options, you can also, if you wish, delete the "OR" at the end of the selection.

## ANNEXURE – KEY TO CORPORATE GOVERNANCE DISCLOSURES

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
<b>PRINCIPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT</b>			
1.1	A listed entity should disclose: (a) the respective roles and responsibilities of its board and management; and (b) those matters expressly reserved to the board and those delegated to management.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement ... and information about the respective roles and responsibilities of our board and management (including those matters expressly reserved to the board and those delegated to management): <input checked="" type="checkbox"/> in our Board Charter at <a href="http://www.estiahealth.com.au/investor-centre/corporate-governance">http://www.estiahealth.com.au/investor-centre/corporate-governance</a>	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.2	A listed entity should: (a) undertake appropriate checks before appointing a person, or putting forward to security holders a candidate for election, as a director; and (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement <b>AND</b> <input checked="" type="checkbox"/> detailed at 1.2(a) Corporate Governance Statement 1.2(b) All material information relevant to a decision on whether to elect or not elect or re-elect a director is contained in the Company's AGM Notice of Meeting at: <a href="http://www.estiahealth.com.au/investor-centre/announcements">http://www.estiahealth.com.au/investor-centre/announcements</a>	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.4	The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement <b>AND</b> <input checked="" type="checkbox"/> in our Board Charter at <a href="http://www.estiahealth.com.au/investor-centre/corporate-governance">http://www.estiahealth.com.au/investor-centre/corporate-governance</a>	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable

<sup>4</sup> If you have followed all of the Council's recommendations in full for the whole of the period above, you can, if you wish, delete this column from the form and re-format it.

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
1.5	<p>A listed entity should:</p> <p>(a) have a diversity policy which includes requirements for the board or a relevant committee of the board to set measurable objectives for achieving gender diversity and to assess annually both the objectives and the entity's progress in achieving them;</p> <p>(b) disclose that policy or a summary of it; and</p> <p>(c) disclose as at the end of each reporting period the measurable objectives for achieving gender diversity set by the board or a relevant committee of the board in accordance with the entity's diversity policy and its progress towards achieving them and either:</p> <p>(1) the respective proportions of men and women on the board, in senior executive positions and across the whole organisation (including how the entity has defined "senior executive" for these purposes); or</p> <p>(2) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act.</p>	<p>... the fact that we have a diversity policy that complies with paragraph (a):</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement <b>AND</b></p> <p>... and a copy of our diversity policy or a summary of it:</p> <p><input checked="" type="checkbox"/> at <a href="http://www.estiahealth.com.au/investor-centre/corporate-governance">http://www.estiahealth.com.au/investor-centre/corporate-governance</a></p> <p>... and the measurable objectives for achieving gender diversity set by the board or a relevant committee of the board in accordance with our diversity policy and our progress towards achieving them:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement <b>AND</b></p> <p><input checked="" type="checkbox"/> at <a href="http://www.estiahealth.com.au/investor-centre/corporate-governance">http://www.estiahealth.com.au/investor-centre/corporate-governance</a></p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
1.6	<p>A listed entity should:</p> <p>(a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and</p> <p>(b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.</p>	<p>... the evaluation process referred to in paragraph (a):</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p> <p>... and the information referred to in paragraph (b):</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
1.7	<p>A listed entity should:</p> <p>(a) have and disclose a process for periodically evaluating the performance of its senior executives; and</p> <p>(b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.</p>	<p>... the evaluation process referred to in paragraph (a):</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p> <p>... and the information referred to in paragraph (b):</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement <b>AND</b></p> <p><input checked="" type="checkbox"/> details of the outcomes and performance evaluation undertaken during the year for the CEO and senior executives can be found in the Remuneration Report in the Annual Report. Refer to: <a href="https://www.estiahealth.com.au/investor-centre/reports-and-presentations">https://www.estiahealth.com.au/investor-centre/reports-and-presentations</a></p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
<b>PRINCIPLE 2 - STRUCTURE THE BOARD TO ADD VALUE</b>			
2.1	<p>The board of a listed entity should:</p> <p>(a) have a nomination committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.</p>	<p>... the fact that we have a nomination committee that complies with paragraphs (1) and (2):</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement <b>AND</b></p> <p>... and a copy of the charter of the committee:</p> <p><input checked="" type="checkbox"/> at <a href="https://www.estiahealth.com.au/investor-centre/corporate-governance">https://www.estiahealth.com.au/investor-centre/corporate-governance</a></p> <p>... and the information referred to in paragraphs (4) and (5):</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement <b>AND</b></p> <p><input checked="" type="checkbox"/> at</p> <p>2.1(a)(4) Corporate Governance Statement</p> <p>2.1(a)(5) Corporate Governance Statement and Director's Report Section of the Annual Report. Refer to:</p> <p><a href="https://www.estiahealth.com.au/investor-centre/reports-and-presentations">https://www.estiahealth.com.au/investor-centre/reports-and-presentations</a></p> <p>Note: The Committee is a combined Nomination and Remuneration Committee.</p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
2.2	A listed entity should have and disclose a board skills matrix setting out the mix of skills and diversity that the board currently has or is looking to achieve in its membership.	<p>... our board skills matrix:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
2.3	<p>A listed entity should disclose:</p> <p>(a) the names of the directors considered by the board to be independent directors;</p> <p>(b) if a director has an interest, position, association or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position, association or relationship in question and an explanation of why the board is of that opinion; and</p> <p>(c) the length of service of each director.</p>	<p>... the names of the directors considered by the board to be independent directors:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p> <p>... and, where applicable, the information referred to in paragraph (b):</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p> <p>... and the length of service of each director:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement</p>

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
2.4	A majority of the board of a listed entity should be independent directors.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
2.5	The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
2.6	A listed entity should have a program for inducting new directors and provide appropriate professional development opportunities for directors to develop and maintain the skills and knowledge needed to perform their role as directors effectively.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
<b>PRINCIPLE 3 – ACT ETHICALLY AND RESPONSIBLY</b>			
3.1	A listed entity should: (a) have a code of conduct for its directors, senior executives and employees; and (b) disclose that code or a summary of it.	... our code of conduct or a summary of it: <input checked="" type="checkbox"/> in our Corporate Governance Statement <b>AND</b> <input checked="" type="checkbox"/> at <a href="https://www.estiahealth.com.au/investor-centre/corporate-governance">https://www.estiahealth.com.au/investor-centre/corporate-governance</a>	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
<b>PRINCIPLE 4 – SAFEGUARD INTEGRITY IN CORPORATE REPORTING</b>			
4.1	<p>The board of a listed entity should:</p> <p>(a) have an audit committee which:</p> <p>(1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, who is not the chair of the board,</p> <p>and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the relevant qualifications and experience of the members of the committee; and</p> <p>(5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.</p>	<p>... the fact that we have an audit committee that complies with paragraphs (1) and (2):</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement <b>AND</b></p> <p><input checked="" type="checkbox"/> at <a href="https://www.estiahealth.com.au/investor-centre/corporate-governance">https://www.estiahealth.com.au/investor-centre/corporate-governance</a></p> <p>... and the information referred to in paragraphs (4) and (5):</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement <b>AND</b></p> <p><input checked="" type="checkbox"/> at</p> <p>4.1(a)(4) Corporate Governance Statement <b>AND</b> <a href="https://www.estiahealth.com.au/investor-centre/corporate-profile">https://www.estiahealth.com.au/investor-centre/corporate-profile</a></p> <p>4.1(a)(5) Corporate Governance Statement and Director's Report Section of the Annual Report. Refer: <a href="https://www.estiahealth.com.au/investor-centre/reports-and-presentations">https://www.estiahealth.com.au/investor-centre/reports-and-presentations</a></p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement</p>
4.2	<p>The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.</p>	<p>... the fact that we follow this recommendation:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement</p>

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
4.3	A listed entity that has an AGM should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity that does not hold an annual general meeting and this recommendation is therefore not applicable
<b>PRINCIPLE 5 – MAKE TIMELY AND BALANCED DISCLOSURE</b>			
5.1	A listed entity should: (a) have a written policy for complying with its continuous disclosure obligations under the Listing Rules; and (b) disclose that policy or a summary of it.	... our continuous disclosure compliance policy or a summary of it: <input checked="" type="checkbox"/> in our Corporate Governance Statement <b>AND</b> <input checked="" type="checkbox"/> at <a href="https://www.estiahealth.com.au/investor-centre/corporate-governance">https://www.estiahealth.com.au/investor-centre/corporate-governance</a>	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement
<b>PRINCIPLE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS</b>			
6.1	A listed entity should provide information about itself and its governance to investors via its website.	... information about us and our governance on our website: <input checked="" type="checkbox"/> at <a href="http://www.estiahealth.com.au">http://www.estiahealth.com.au</a>	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement
6.2	A listed entity should design and implement an investor relations program to facilitate effective two-way communication with investors.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement
6.3	A listed entity should disclose the policies and processes it has in place to facilitate and encourage participation at meetings of security holders.	... our policies and processes for facilitating and encouraging participation at meetings of security holders: <input checked="" type="checkbox"/> in our Corporate Governance Statement	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity that does not hold periodic meetings of security holders and this recommendation is therefore not applicable
6.4	A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement



Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
<b>PRINCIPLE 7 – RECOGNISE AND MANAGE RISK</b>			
7.1	<p>The board of a listed entity should:</p> <p>(a) have a committee or committees to oversee risk, each of which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.</p>	<p>... the fact that we have a committee or committees to oversee risk that comply with paragraphs (1) and (2):</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p> <p>... and a copy of the charter of the committee:</p> <p><input checked="" type="checkbox"/> at <a href="https://www.estiahealth.com.au/investor-centre/corporate-governance">https://www.estiahealth.com.au/investor-centre/corporate-governance</a></p> <p>... and the information referred to in paragraphs (4) and (5):</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement <b>AND</b></p> <p><input checked="" type="checkbox"/> at</p> <p>7.1(a)(4) Corporate Governance Statement</p> <p>7.1(a)(5) Corporate Governance Statement and Directors Report Section of the Annual Report. Refer to:</p> <p><a href="https://www.estiahealth.com.au/investor-centre/reports-and-presentations">https://www.estiahealth.com.au/investor-centre/reports-and-presentations</a></p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement</p>
7.2	<p>The board or a committee of the board should:</p> <p>(a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound; and</p> <p>(b) disclose, in relation to each reporting period, whether such a review has taken place.</p>	<p>... the fact that board or a committee of the board reviews the entity's risk management framework at least annually to satisfy itself that it continues to be sound:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p> <p>... and that such a review has taken place in the reporting period covered by this Appendix 4G:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement</p>
7.3	<p>A listed entity should disclose:</p> <p>(a) if it has an internal audit function, how the function is structured and what role it performs; or</p> <p>(b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its risk management and internal control processes.</p>	<p>... how our internal audit function is structured and what role it performs:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement</p>

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
7.4	A listed entity should disclose whether it has any material exposure to economic, environmental and social sustainability risks and, if it does, how it manages or intends to manage those risks.	<p>... whether we have any material exposure to economic, environmental and social sustainability risks and, if we do, how we manage or intend to manage those risks:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement</p>

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
<b>PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY</b>			
8.1	<p>The board of a listed entity should:</p> <p>(a) have a remuneration committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.</p>	<p>... the fact that we have a remuneration committee that complies with paragraphs (1) and (2):</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p> <p>... and a copy of the charter of the committee:</p> <p><input checked="" type="checkbox"/> at <a href="https://www.estiahealth.com.au/investor-centre/corporate-governance">https://www.estiahealth.com.au/investor-centre/corporate-governance</a></p> <p>... and the information referred to in paragraphs (4) and (5):</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement <b>AND</b></p> <p><input checked="" type="checkbox"/> at</p> <p>8.1(a)(4) Corporate Governance Statement</p> <p>8.1(a)(5) Corporate Governance Statement and Director's Report Section of the Annual Report. Refer:</p> <p><a href="https://www.estiahealth.com.au/investor-centre/reports-and-presentations">https://www.estiahealth.com.au/investor-centre/reports-and-presentations</a></p> <p>Note: The Committee is a combined Nomination and Remuneration Committee.</p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
8.2	<p>A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.</p>	<p>... separately our remuneration policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement <b>AND</b></p> <p><input checked="" type="checkbox"/> at the Remuneration Report section of the Annual Report at <a href="https://www.estiahealth.com.au/investor-centre/reports-and-presentations">https://www.estiahealth.com.au/investor-centre/reports-and-presentations</a></p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
8.3	<p>A listed entity which has an equity-based remuneration scheme should:</p> <p>(a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and</p> <p>(b) disclose that policy or a summary of it.</p>	<p>... our policy on this issue or a summary of it:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement <b>AND</b></p> <p><input checked="" type="checkbox"/> at <a href="https://www.estiahealth.com.au/investor-centre/corporate-governance">https://www.estiahealth.com.au/investor-centre/corporate-governance</a></p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>







# Estia Health Limited Corporate Governance Statement

This Corporate Governance Statement (**Statement**) outlines the corporate governance practices currently in place for Estia Health Limited (**Company** or **Estia**) and also addresses the 3rd Edition of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (**ASX Recommendations**). The Board believes the Company accords with all of the ASX recommendations.

The corporate governance policies and practices described in the following are those that have been in place for the 2018-19 financial year, or as at the date of this Statement, where indicated. The Board continues to review the governance framework and practices of the Company to ensure they meet the interests of shareholders and other stakeholders.

All references to the Group's website are to: [www.estiahealth.com.au](http://www.estiahealth.com.au)

**This Corporate Governance Statement was approved by a resolution of the Board on 16 August 2019 and is correct at 16 August 2019.**

# Principle 1

## Lay solid foundations for management and oversight

### ROLE OF THE BOARD

The Board is committed to effectively representing and promoting the Company and creating long-term value for shareholders. The Board is accountable to shareholders for the management of the Company's business and affairs and as such, is responsible for the overall strategy, governance and performance of the Company. To clarify the roles and responsibilities of Directors and management, and to assist the Board in discharging its responsibilities, the Company has established a Governance Framework (as set out on page 5) which sets out the functions reserved to the Board and provides for the delegation of functions and authorities to Board Committees and to management. The Board operates under a formal Board Charter which can be found on the Company's website.

### APPOINTMENTS TO THE BOARD

The process of selection and appointment of new Directors to the Board is that when a vacancy arises, the Nomination and Remuneration Committee identifies candidates with appropriate skills, knowledge, experience, independence and expertise. Candidates with the skills, knowledge, experience, independence and expertise that best complement the Board's effectiveness will be recommended to the Board.

When the Board considers that a suitable candidate has been found, that person may be appointed by the Board to fill a casual vacancy (or as an additional Director) in accordance with Estia's constitution, but must stand for election by shareholders at the next Annual General Meeting (**AGM**).

The Board ensures that appropriate reference checks are undertaken on any potential new Director prior to appointment to the Board (or putting forward to shareholders a candidate for election) and provides to shareholders all material information in its possession concerning the Director standing for election or re-election in the explanatory notes accompanying the notice of meeting. With the exception of the Managing Director, Directors must retire at the third AGM following their election or most recent re-election. At least one Director must stand for election at each AGM. Any Director appointed to fill a casual vacancy (or as an additional Director) since the date of the previous AGM must submit themselves to shareholders for election at the next AGM.

Non-executive Directors are appointed pursuant to formal letters of appointment which, among other things, set out the key terms and conditions of the appointment, the Board's expectations in relation to the performance of the Director, procedures for dealing with a Director's potential conflict of interest and the disclosure obligations of the Director, together with the details of the Director's remuneration.

### BOARD COMMITTEES

The ultimate responsibility for the oversight of the operations of the Company rests with the Board. However, the Board may discharge any of its responsibilities through Committees of the Board in accordance with the Constitution and the *Corporations Act 2001* (Cth) (**Corporations Act**).

The Board has established the following standing Committees, which assist with the execution of its responsibilities. The composition and effectiveness of the Committees are reviewed on an annual basis.

- Audit Committee;
- Risk Management Committee;
- Nomination and Remuneration Committee; and
- Property and Investment Committee.

Each of these Committees operate in accordance with specific charters approved by the Board, which can be found on the Company's website.

The applicable composition requirements and current membership of each of the Board Committees are set out in Table 1 (on page 4).

The Board establishes other committees as the need arises for specific projects. During the year a Royal Commission and Regulatory Committee was established with members being Dr Gary Weiss, AM, The Hon. Warwick L. Smith, AO and Ms Karen Penrose.



Table 1

BOARD COMMITTEE	COMPOSITION REQUIREMENTS	MEMBERSHIP
Audit Committee	At least three members, all of whom are Non-executive and a majority of whom are independent. The Chairman should be an independent Non-executive Director. The Committee must be structured so that between them, the members have the accounting and financial expertise and a sufficient understanding of the aged care industry, to enable the Committee to discharge its duties effectively.	Ms Karen Penrose (Chair), Dr Gary Weiss, AM, and Hon. Warwick L. Smith, AO.
Risk Management Committee	At least three members, all of whom are Non-executive and independent. The Chairman should be an independent Non-executive Director.	Ms Helen Kurincic (Chair), Ms Karen Penrose, and Mr Paul Foster
Nomination and Remuneration Committee	At least three members, the majority of whom are independent, Non-executive Directors. The Chairman should be an independent Non-executive Director.	Mr Paul Foster (Chair), Ms Helen Kurincic, and Dr Gary Weiss, AM.
Property and Investment Committee	At least two members, the majority of whom are independent Non-executive Directors. The Chairman should be an independent Non-executive Director.	Hon. Warwick L. Smith, AO (Chair), Dr Gary Weiss, AM, and Mr Paul Foster.





## GOVERNANCE FRAMEWORK

The diagram following depicts the operation of the Group's Governance Framework.

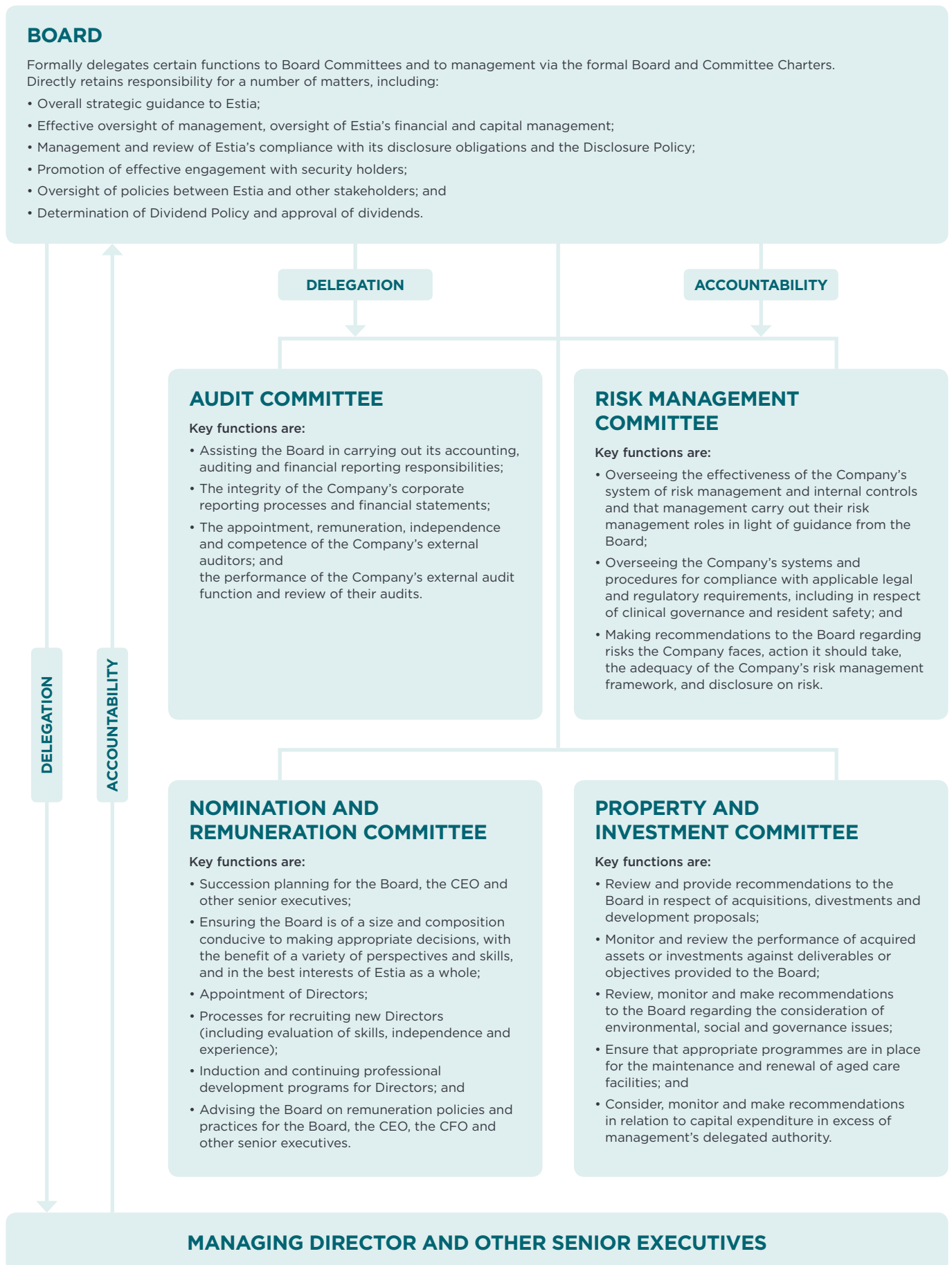


Table 2

FY19	BOARD		AUDIT		NOMINATION AND REMUNERATION		RISK		PROPERTY AND INVESTMENT	
	12		5		4		7		2	
	A	B	A	B	A	B	A	B	A	B
Norah Barlow, ONZM	12	12	-	-	-	-	-	-	-	-
Dr Gary Weiss, AM	12	12	5	5	4	3	-	-	2	2
Andrew Harrison <sup>1</sup>	2	2	1	1	-	-	1	1	-	-
Paul Foster	12	11	-	-	4	4	7	7	2	2
The Hon. Warwick L. Smith, AO	12	12	5	4	-	-	-	-	2	2
Helen Kurincic	12	12	-	-	4	4	7	7	-	-
Karen Penrose <sup>2</sup>	10	9	4	4	-	-	3	3	-	-
Ian Thorley <sup>3</sup>	9	9	-	-	-	-	-	-	-	-

A = Meetings eligible to attend as Board or Committee members

B = Meetings attended

1. Andrew Harrison resigned on 17 October 2018.

2. Karen Penrose was appointed on 17 October 2018.

3. Ian Thorley was appointed on 23 November 2018.

The number of scheduled Board and Committee meetings held during the year and the number of meetings attended by each of the Directors is set out in Table 2 (see above).

## THE COMPANY SECRETARY

The Company Secretary acts as secretary of the Board, attending all meetings of the Board and its Committees. The Company Secretary is accountable to the Board through the chairperson on all corporate governance matters and the proper functioning of the Board.

## BOARD AND DIRECTOR PERFORMANCE

The Board is committed to enhancing its effectiveness through performance management and review. The Board review process is designed to help enhance performance by providing a mechanism to raise and resolve issues and to provide recommendations to enhance its effectiveness.

The members of the Board, led by the Chairman with the input and support of the Chief Executive Officer/ Managing Director (**CEO/MD**) and Company Secretary, evaluate the performance and efficient functioning of the Board, its Committees and individual Directors on an ongoing basis.

During the 2019 financial year, the Board undertook a confidential, structured evaluation to review the role, composition, behaviours and processes of the Board and its Committees. The review involved each Director providing feedback on a range of Board-related topics, covering the role of the Board, composition of the Board, meeting processes, Board papers, relationships and culture of the Board.

The results of that review were presented to the Board in August 2019 and highlighted a number of highly positive attributes about the Estia Board. The process also identified areas for increased focus and recommended improvements.

## SENIOR EXECUTIVES

The Board delegates the responsibility for the day-to-day management of the Company to the CEO/MD, who is assisted by the senior executives who report to him.

The CEO/MD consults with the Chairman on any matters which the CEO/MD considers are of such a sensitive, extraordinary or strategic nature as to warrant the attention of the Board. The authorisation thresholds for the control of expenditure and capital commitments are established and defined in the Group's Delegated Authority Policy, which are set to optimise the function and decision-making of the executive whilst maintaining appropriate oversight by the Board.

Subject to these policy limits, and the directions of the Audit and Risk Committees, the CEO/MD may sub-delegate the day-to-day running of the Company to the senior executive team. The exercise of delegated authority is restricted to specific organisational functions and roles.

The Delegated Authority Policy details the delegated thresholds for various types of commitment and individual positions, as well as the authorisation processes that are required to be followed.

All senior executives are appointed to their positions after a rigorous recruitment process. Each member of the senior executive team, including the CEO/MD, have signed formal employment contracts at the time

of their appointment, covering a range of matters including their duties, rights, responsibilities and any entitlements on termination. Each contract refers to a specific formal job description and sets out the remuneration of the executive, including their entitlements to any rights under incentive plans.

## PERFORMANCE OF SENIOR EXECUTIVES

The evaluation for all executives is based on specific criteria, including the business performance of the Company, whether strategic objectives are being achieved, and the development of management and personnel.

The CEO/MD's performance is formally assessed on an annual basis by the Board. All Key Performance Indicators (**KPIs**) are carefully considered by the Nomination and Remuneration Committee, which evaluates the CEO/MD's performance and makes recommendations to the Board.

An annual assessment of the performance of all other senior executives is undertaken by the Board on the basis of recommendations by the CEO/MD, who conducts performance reviews in relation to each senior executive.

A performance evaluation for all senior executives, including the CEO/MD, was undertaken in the reporting period in accordance with the process disclosed above.

Further information on Directors' and executives' remuneration, including principles used to determine remuneration and KPIs, is set out in the Annual Report under the heading "Remuneration Report".

## DIVERSITY

Estia is committed to creating and ensuring a diverse work environment and values diversity within Estia's culture.

Diversity can broaden the pool for recruitment of high quality employees, enhance employee retention,

improve Estia's corporate image and reputation and foster a closer connection with its residents and families. It is important that Estia is able to attract, retain and motivate employees from the widest possible pool of talent. Estia has a strong commitment to 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 everyone to reach their full potential.

At Estia, diversity of experience and gender are important criteria taken into account in developing succession plans and appointment processes for the Board and senior executive positions. However, other selection criteria, in particular business acumen and industry exposure, are also fundamentally important. The Nomination and Remuneration Committee reports to the Board regarding succession plans and appointment processes with the aim of achieving the Company's diversity objectives, in particular regarding the number of women in senior executive positions and on the Board.

Estia is committed to an inclusive workplace that embraces and promotes diversity as part of the Company's corporate culture. This involves providing supportive and inclusive diversity-related workplace policies, programs and practices within the business.

Programs or initiatives in place to promote diversity across all aspects in the business are outlined in Table 3 (see below).

A formal Diversity Policy has been adopted by the Board that outlines the Group's commitment to providing an inclusive work environment in which everyone belongs. The Policy is reviewed annually and covers a variety of factors such as gender, work and life balance, and disability. The Company has a diverse mix of employees with the appropriate qualifications for roles within the current business.

Table 3

DIVERSITY INITIATIVES	TIMEFRAME	PROGRESS IN FY19	RELEVANCE FOR FY20
Supporting female members of our Executive and Senior Leadership teams to participate in appropriate leadership programs targeted at women to accelerate leadership growth.	Ongoing	Development planning is in place for all women in both Groups, including executive coaching for two senior female leaders.	We will continue to support nomination of our female leaders for programs of excellence aligned with their development plans.
Estia's Emerging Leader Program. This program supports Estia's succession planning to develop a pipeline of future leaders.	Ongoing	In FY19 an inaugural group of Emerging Leaders concluded their program with a presentation to the Executive team. Our second cohort of leaders commenced their program in early 2019. The feedback from both programs has been strongly positive. 25% of participants from the initial program have since been promoted.	Our ongoing commitment to developing our leaders of the future from within will continue in FY20.
Rollout and refinement of online training modules focusing on discrimination, bullying and harassment.	Ongoing	Our online training module has been updated in FY19. It remains mandatory for all employees to recomplete the module annually. Our "Work Ready" induction process now includes online training modules.	Greater levels of face-to-face training from the Executive team down will be undertaken to ensure Estia is known as a diverse and inclusive workplace.

In 2017, the Board established an objective of achieving 30% female representation on the Board. In 2018 this objective was expanded to a gender diversity target for both the Board and the Senior Executive Team of at least 30% of each gender. This target has been achieved throughout FY19, which given the number of changes at the Board and Executive level, illustrates the commitment to these targets in practice.

These objectives have been achieved with 43% of the Board comprising females and 44% of female senior

executives at the date of this Statement. In addition, as at the date of this Statement, the Company has over 80% female representation across its broader employee base.

Estia has reported against a set of standardised gender equality indicators provided by the Workplace Gender Equality Agency (**WGEA**). The 2018 full WGEA Report can be found at: [www.estiahealth.com.au/investor-centre/corporate-governance](http://www.estiahealth.com.au/investor-centre/corporate-governance).

A snapshot of the gender diversity levels in the Group, as at 30 June 2019, is set out below at Table 4.

**Table 4**

EMPLOYEE CATEGORY	FEMALE	MALE	TOTAL	% FEMALE
Board	3	4	7	42.86%
Executive	4	5	9	44.44%
Managers (Corporate Centre and Facility)	103	42	145	71.03%
Employees	6,121	1,299	7,420	82.49%
<b>Total</b>	<b>6,231</b>	<b>1,350</b>	<b>7,581</b>	<b>82.19%</b>

# Principle 2

## Structure the Board to add value

### BOARD SIZE AND COMPOSITION

The Constitution of the Company provides that there will be a minimum of three Directors.

As at the date of this Statement, the Board of Directors comprises six Non-executive Directors, five of whom are independent (including the Chairman), one of whom is independent, and one executive Director, being the Managing Director and CEO.

The current members of the Board are:

- **Dr Gary Weiss, AM** (Chairman, Non-executive Director), (appointed 8 February 2016; appointed Chair 31 December 2016);
- **Ian Thorley** (CEO/MD), (appointed 23 November 2018);
- **Norah Barlow, ONZM** (Non-executive Director and former Chief Executive Officer), (appointed 17 November 2014 to Board, appointed 16 September 2016 as acting CEO, and appointed November 2016 as permanent CEO, with a commencement date of 17 January 2017, resigned as CEO on 23 November 2018 and resumed as a Non-executive Director from that date);
- **Paul Foster** (Non-executive Director), (appointed 24 February 2016);
- **The Hon. Warwick L. Smith, AO** (Non-executive Director), (appointed 4 May 2017);

- **Helen Kurincic** (Non-executive Director), (appointed 1 July 2017); and
- **Karen Penrose** (Non-executive Director), (appointed 17 October 2018).

Directors' details are listed in the Directors' Report in the Annual Report, including details of their other listed entity directorships and experience. This information can also be found on the Estia website.

### BOARD SKILLS AND DIVERSITY

The Board considers that its Directors and senior management have the combined skills and experience to discharge their respective responsibilities.

The full biographies of all Directors are included in the Directors' Report in the Annual Report.

Estia seeks to have Directors with an appropriate range of skills, knowledge, experience, independence and diversity, and an understanding of and competence to deal with current and emerging issues of the business. Estia has developed a Board Skills Matrix setting out the skills and diversity that the Board has or is looking for in order to identify any gaps in skills that the Board seeks. Estia's succession plans are designed to maintain an appropriate balance of skills, knowledge, experience, independence and diversity on the Board.

During the 2019 financial year, the Board updated the Board Skills Matrix. In revising the Board Skills Matrix, the Board identified that, collectively, the Board does have skills and experiences, which include those outlined in Table 5.

The chart below illustrates the number of Directors that have a level 3, 'high', competency in the described skill. These numbers are extracted directly from the 2019 Board Skills Matrix, where Directors are rated on their level of competence in each identified skill. In addition

to the skills and experience set out in the Board Skills Matrix, the Board considers that each Director has the following attributes:

- Conducts themselves honestly, and with integrity;
- Is able to think strategically;
- Has the time available to commit to Estia's business;
- A willingness to question and challenge; and
- A commitment to the highest standards of governance.

**Table 5**

DESIRED SKILL	DESCRIPTION
<b>Strategy</b>	Ability to think strategically and identify and critically assess opportunities and threats and develop effective strategies in the context of changing market conditions, including disruptions and innovations.
<b>Mergers and Acquisitions (M&amp;A)</b>	Experience in all aspects of the negotiation, structuring, risk management and assessment of both acquisitions and divestments at corporate level.
<b>Industry Experience - Aged Care</b>	Experience and broad understanding of the aged care industry including market drivers, risks and trends including policies, competitors, end users, regulatory policy and framework. Understanding of customer services and what drives consumers.
<b>Industry Experience - Healthcare</b>	Experience and broad understanding of the healthcare industry including market drivers, risks and trends including policies, competitors, end users, regulatory policy and framework.
<b>Workplace Health and Safety, Environmental Sustainability</b>	Experience with workplace health and safety, environmental, social and sustainability responsibilities, requirements and reporting.
<b>Executive Team Leadership/CEO Experience/Board Leadership</b>	Experience in CEO or other senior executive leadership roles. Experience in board or other committee leadership roles.
<b>People and Performance</b>	Experience in HR planning and management, familiarity in employment legislation and labour relations, recruitment, compensation, performance reviews and conflict management.
<b>Technology</b>	Expertise in the area of technology applied to consumer service companies, including governance of technology projects, digital, privacy and security, and keeping abreast of emerging technology relevant to the Group.
<b>Regulatory, Legal and Risk Management</b>	Ability to identify key risks to the Group in a wide range of areas including legal and regulatory compliance and monitor risk and compliance management frameworks and systems. Knowledge and experience in best practice governance structures including establishing risk and compliance frameworks, identification of and monitoring key risks to the Company related to each key areas of operation. Knowledge of legal and regulatory requirements of the Group.
<b>Accounting, Finance and Treasury</b>	The ability to analyse financial statements and reporting, critically assess the financial performance of the Group, contribute to budget planning and the efficient use of capital and resources.
<b>Property – including acquisition, disposal, management and development</b>	Expertise in analysis of development feasibility and assessment, strategies for optimising value and understanding and mitigating risk from development opportunities.
<b>Government Relations and Public Policy</b>	Expertise in the critical analysis of government/public policy both in of terms of policy development, interest Group input and lobbying and legislation. Effective networks.
<b>Capital Management</b>	Expertise in efficient capital management, investment banking, capital raisings, corporate advisory, including alternative capital sources, distributions, yields and markets.
<b>ASX Governance</b>	Knowledge and experience with other ASX-listed entities best practice governance structures, policies and processes.

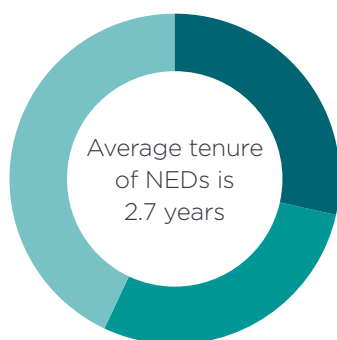
## Number of Directors possessing relevant skill/experience to a level 3, 'High', rating (total number of 7 Directors)



100% of Directors have a high level of accounting, finance and treasury experience  
 100% of Directors have a high level of strategy experience  
 86% of Directors have a high level of aged care industry experience

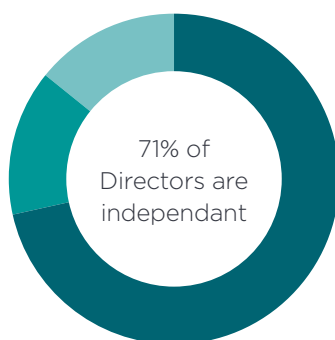
The following charts depict Board tenure, independence and gender diversity.

### Director Tenure



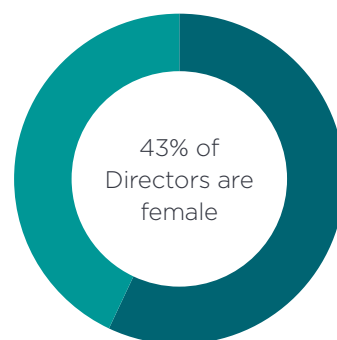
- 0-1 year
- 1-3 years
- 3-5 years

### Director Independence



- Independent
- CEO
- Ex-CEO

### Gender Diversity



- Male
- Female

All Directors are expected to maintain the skills required to discharge their obligations to the Company. Estia provides professional development opportunities for Directors to develop their knowledge, industry awareness and skills to perform their role as Directors. Industry experts are regularly invited to present to the Board on both industry changes and the ASX listed environment. Directors attend courses through the Australian Institute of Company Directors and Estia regularly provides industry research papers to the Board.

### DIRECTOR APPOINTMENTS

Under the Nomination and Remuneration Committee Charter, the Committee reviews and where appropriate, makes recommendations to the Board on the size and composition of the Board, including assessment of necessary and desirable competencies of Board members.

To this end, the Nomination and Remuneration Committee periodically assesses the appropriate mix of competencies, skills, experience and expertise required



by the Board and assesses the extent to which the required skills and experience are represented on the Board.

The Nomination and Remuneration Committee is also responsible for reviewing and making recommendations to the Board on its membership, including recommendations for the appointment and re-election of Directors and where necessary, proposing candidates for consideration by the Board. The Nomination and Remuneration Committee must have regard to the factors set out in the Nomination and Remuneration Committee Charter, including that the Board should comprise Directors with a broad range of skills, expertise and experience from a diverse range of backgrounds in accordance with the Diversity Policy.

Ultimately, the full Board determines who is invited to fill a casual vacancy (or be appointed as an additional Director) after extensive one-on-one and collective interviews with candidates and thorough due diligence and reference checking. In accordance with the Company's Constitution, a Director appointed by the Board holds office until the conclusion of the next AGM when he or she will be eligible for election at that meeting.

The Nomination and Remuneration Committee's current membership is set out earlier in this Statement and the independence of the members is discussed below.

## **DIRECTOR REMUNERATION AND INDUCTION**

Non-executive Director remuneration is reviewed on an annual basis.

A Director induction program has been designed and Directors are expected to participate in this induction and orientation program on appointment.

Directors and executives are provided with training when required.

Non-executive Directors receive Director's fees outlined in their letters of appointment and the level of remuneration is reviewed on an annual basis with reference to external benchmarking.

## **DIRECTORS' INDEPENDENCE**

The Board has considered specific principles in relation to Directors' independence. The Board considers an independent Director to be a Non-executive Director who is not a member of the Company's management and who is free of any business or other relationship that could materially interfere with, or could reasonably be perceived to interfere with, the independent exercise of their judgement. The Board will consider the materiality of any given relationship on a case-by-case basis, having regard to both quantitative and qualitative principles.

On an annual basis, the Board assesses the independence of all Directors against the criteria outlined in Box 2.3 of the ASX Recommendations.

The Board considers that Dr Gary Weiss, AM, Paul Foster, The Hon. Warwick L. Smith, AO, Helen Kurincic and Karen Penrose are free from any other relationship that could materially interfere with, or reasonably be perceived to interfere with, the independent exercise of the Director's judgment, and are able to fulfil the role of an independent Director for the purposes of the ASX Recommendations. Accordingly, a majority of the Board is independent.

Based on the criteria outline in Box 2.3 of the ASX Recommendations, Norah Barlow, ONZM is considered Non-independent due to her previous CEO/MD position with the Company.

Ian Thorley is considered Non-independent by virtue of his executive CEO/MD position.

## **DIRECTORS' INTERESTS**

Directors are required to keep the Board advised of any interest that may be in conflict with those of the Company, and restrictions are applied to Directors' rights to participate in discussion and to vote, as circumstances dictate when a conflict has been identified. In particular, where a potential conflict of interest may exist, the Director concerned may be required to leave the Board meeting while the matter is considered in their absence.

The Company has also entered into a deed of disclosure with each Director, which is designed to facilitate the Company's compliance with its obligations under the ASX Listing Rules relating to the disclosure of changes in Directors' interests in Estia securities. Directors and their nominated related party shareholdings are also monitored to identify changes that may require in accordance with the ASX Listing Rules disclosure.

Standing items at each Board meeting include:

- Director's Shareholding Register; and
- Director's Standing Notice Register.

## **CHAIR OF THE BOARD**

The role of Chair of the Board and CEO is not occupied by the same individual. The Board has agreed that the positions of Chair and CEO must be separate, and that the Chair should be an independent Non-executive Director.

Dr Gary Weiss, AM was appointed Chair of the Company in December 2016 and is considered an independent Non-executive Director as outlined above.

## **BOARD MEETINGS**

The Board typically schedules meetings on a monthly basis, with additional meetings convened as required. An agenda for each meeting is prepared by the Company Secretary, together with the Chair and input from the CEO/MD and CFO and is distributed prior to the meeting along with supporting papers.

Standing items include the CEO/MD's report and the Financial Report, as well as reports addressing matters of strategy, governance and compliance. Senior executives are directly involved in Board discussions as required.

The Board attends site visits throughout the year and shares meals with residents and relatives at our aged care homes. The Board also attends Estia's annual Leadership Conference.

# Principle 3

## Act ethically and responsibly

### CODE OF CONDUCT AND ETHICAL BEHAVIOUR

The Board recognises the need to observe the highest standards of corporate practice and business conduct.

The Board has a formal Code of Conduct to be followed by the Board along with all employees, officers, contractors, consultants and other persons that act on behalf of Estia and associates of Estia. The key aspects of this Code are to:

- Provide the highest standards of clinical care to residents;
- Act with honesty, fairness and integrity in all dealings both internally and externally;
- Respect all people, their ideas and cultures and reflect this in words and actions; and
- Maintain a safe working environment to safeguard the health and safety of employees, consultants, contractors, customers, suppliers and other persons who visit Estia's workplaces, or who Estia works with.

The Code of Conduct sets out Estia's policies on various matters including conflicts of interest, protection and use of Estia's assets and property, anti-bribery and giving or acceptance of gifts (including money), dealings with politicians and government officials, confidentiality, privacy, fair dealings (including in relation to suppliers, competitors and residents), discrimination, bullying, harassment and vilification, health and safety, compliance with laws and regulations, responsibility to shareholders and the financial community, insider trading and whistle-blower protections.

In addition to their obligations under the Corporations Act relating to inside information, all Directors, employees and consultants have a duty of confidentiality to the Company in relation to confidential information they possess about the Group.

The Code of Conduct also sets out the consequences for a breach of the code, including the possibility of legal or disciplinary action.

The Company's Code of Conduct may be viewed on the Company's website.

### INDEPENDENT ADVICE

Following consultation with the Chair, Directors may seek independent professional advice at Estia's expense. Generally, this advice will be available to all Directors if the Chair considers the advice relevant for them to discharge their responsibilities as Directors.

### EMPLOYEE AND DIRECTOR TRADING IN ESTIA SECURITIES

The Company has a Trading Policy that governs the ability of Directors, executives and employees to trade in the Company's securities. Subject to necessary prior written consents being obtained, the Trading Policy prohibits trading in the following periods;

- from the day after the half year end – 1 January – to the close of trading on the business day after the Company's half yearly results are announced to the ASX;
- from the day after the financial year end – 1 July – to the close of trading on the business day after the Company's annual results are announced to the ASX;
- from 28 days before, to the close of trading on the business day after, the Company's AGM;
- from 28 days before a prospectus or similar disclosure document is lodged by the Company with the ASX;
- the duration of the offer period for an offer of securities made under a prospectus or similar disclosure document; and
- any extension to a closed period, and any additional period, as specified by the Board.

Directors, officers, key management personnel and their associates may, in exceptional circumstances as defined in the Policy, trade in prohibited periods but only with the prior written consent of the Chair of the Board (for trades by Directors, the CEO and the Company Secretary), the CEO (for trades by the Chair of the Board) or the Company Secretary (for trades by other officers and designated persons). Notwithstanding the trading periods and approval requirements, a person is prohibited from trading at any time if they possess material and/or price-sensitive information about the Company that is not generally available to the public.

The Trading Policy also prohibits short term trading, margin lending, and hedging of the unvested securities of the Company.

The Company's Trading Policy may be viewed on the Company's website.



# Principle 4

## Safeguard integrity in corporate reporting

The Audit Committee's current membership, the independence of the members and details of the Committee meetings and attendance by each Committee member during FY19, are set out earlier in this Statement, and the Directors' Report in the Annual Report.

### THE AUDIT COMMITTEE

The Audit Committee is responsible for assisting the Board in discharging its responsibilities to safeguard the integrity of the Group's financial reporting and accounting processes and overseeing the Group's external and internal audit functions.

The Audit Committee operates pursuant to a Charter (available on the Company website) which sets out the roles and responsibilities of the Audit Committee, taking into account contemporary governance practices. The Charter includes details on the appointment and oversight of the external auditor.

The qualifications and experience of the members of the Audit Committee are outlined in the Directors' Report in the Annual Report, and are briefly summarised below:

### CHAIR OF AUDIT COMMITTEE

#### Ms Karen Penrose

Non-executive Director, B.Comm (UNSW), FAICD, CPA

Karen is an experienced Company Director who has served as a Non-executive Director on the boards of ASX listed companies in financial services, resources, aged care and infrastructure sectors for the past five years.

Karen's executive career was in leadership and CFO roles, mainly in financial services. She is passionate about customer outcomes, financial management and well-versed in operating in a rapidly changing regulatory environment.

Karen is a Director and Chair of the Audit Committee of Bank of Queensland, Spark Infrastructure RE Limited and Vicinity Centres. She is also Deputy Chairman of Marshall Investments. Previous Director roles include Future Generation Global Investment Company Limited, Landcom and AWE Limited.

Karen is a member of Chief Executive Women and Women Corporate Directors and is a Fellow of the Australian Institute of Company Directors.

#### Dr Gary Weiss, AM

Non-executive Director and Chairman, AM, LL.B (Hons). LL.M (with Dist), JSD

Dr Weiss's qualifications and experiences have been listed in the Directors' Report in the Annual Report.

#### The Hon. Warwick L. Smith, AO

Non-executive Director, AO, LL.B

Mr Smith's qualifications and experiences have been listed in the Directors' Report in the Annual Report.

### CEO AND CFO DECLARATIONS

In accordance with the Company's obligations under the Corporations Act, and Recommendation 4.2 of the ASX Recommendations, Mr Thorley (the CEO/MD) and Mr Lemlin (the CFO) have made the following certifications to the Board in relation to the Financial Statements for the financial year ended 30 June 2019 (and it is intended that this certification be provided for each set of financial statements produced by the Company as required in this recommendation):

- The financial records of the Group for the financial year have been properly maintained in accordance with section 286 of the Corporations Act so that those records:
  - correctly record and explain the Group's transactions and financial position and performance; and
  - would enable true and fair financial statements to be prepared and audited;
- The financial statements, and the notes referred to in paragraph 295(3)(b) of the Corporations Act, for the financial year comply with the Australian Accounting Standards;
- The financial statements and notes for the financial year give a true and fair view of the financial position and performance of the Group; and
- There are reasonable grounds to believe that the Group will be able to pay its debts as and when they become due and payable.
- The statements in the bullet points directly above are founded on a sound system of risk management and internal compliance and control which, in all material respects, implements the policies of the Board;
- The Group's risk management and internal compliance and control systems are operating effectively in all material respects in relation to financial reporting risks; and
- Nothing has come to their attention since 30 June 2019 (or after the end of another financial period) that would indicate any material change in the statements above.

The Company ensures the external auditor is available to shareholders at the AGM to answer any questions they may have relevant to the external audit.

# Principle 5

## Make timely and balanced disclosure

The Company is committed to complying with its continuous disclosure obligations under the ASX Listing Rules and Corporations Act and to ensuring that its shareholders are kept well-informed of all major developments affecting the Company's state of affairs, in order to promote transparency and investor confidence.

The Group has a Disclosure and Communication Policy which incorporates the continuous disclosure framework as set out in the ASX Listing Rules (Chapter 3), as well as the revised ASX Listing Rule's Guidance Note 8. This Policy is available on the Company's website.

The Policy creates a framework for compliance with relevant disclosure obligations and establishes the accountability of the Board for achieving compliance. More specifically, the Policy:

- Sets out Estia's obligations under ASX Listing Rule 3.1 and the Corporations Act;

- Establishes the roles and responsibilities of the Board and the Company Secretary in respect of Estia's continuous disclosure obligations;
- Establishes internal processes for reporting of information considered to be potentially price-sensitive and for consideration of information reported by the Board;
- Establishes processes for the disclosure of price sensitive information, taking into account the clarification provided by ASX Guidance Note 8; and
- Establishes guidelines for briefing of analysts, investor and media groups, responding to market speculation, leaks and rumours and calling trading halts where appropriate to avoid trading occurring in an uninformed market.

# Principle 6

## Respect the rights of security holders

The Board aims to ensure that its shareholders are kept well-informed of all major developments and business events that are likely to materially affect the Company's operations and financial standing, and the market price of its securities. Information is communicated to shareholders through:

- The Company's website in the Investor Centre section;
- Annual and half year financial reports lodged with the ASX and made available to all shareholders;
- Announcement of market-sensitive and other information, including annual and half year results announcements, and analyst presentations released to the ASX; and
- The Chairman and CEO's addresses to, and the results of the AGM.

The Company's website contains a significant amount of information for investors.

The following information for investors is located in the Investors Centre section of the website:

- Corporate Profile;
- Share Price details;
- Dividend information;
- ASX releases;
- Media releases;
- Annual reports;
- Registry information;
- Contact information;
- Details on the Board of Directors; and
- Corporate Governance information – including Charters and Policies.

The Company's Disclosure and Communication Policy includes a formal procedure for dealing with potentially price-sensitive information. The Policy sets out how the Company meets its disclosure obligations under ASX Listing Rule 3.1. The Company's policy is to immediately lodge with the ASX, and place on its website, all market-sensitive information, including annual and half year result announcements, and analyst presentations.

The Company produces two sets of financial information each financial year: the half year financial report for the six months ended 31 December and the annual financial report for the year ended 30 June. These are made available to shareholders and other interested parties via the Company website and the ASX.

Shareholders have the right, and are encouraged, to attend the Company's AGM, usually held in November each year and are provided with explanatory notes on the resolutions proposed through the notice of meeting. A copy of the notice of meeting is also posted on the Company website and lodged with the ASX.

Shareholders are encouraged to vote on all resolutions and, unless specifically stated otherwise in the notice of meeting, all shareholders are eligible to vote on all resolutions. Shareholders who cannot attend the AGM may lodge a proxy in accordance with the Corporations Act.

Proxy forms may be lodged with the share registry by mail, hand delivery, facsimile or electronically.

Transcripts of the Chair's and CEO's reports to shareholders are also released to the ASX upon the commencement of the AGM. These transcripts, together with the results of the AGM, are also posted on the Company website.

All shareholders are provided the option to receive communications from, and send communications to, the Company and the share registry electronically (and are encouraged to do so, with election documentation included in regular mail-outs to shareholders).





# Principle 7

## Recognise and manage risk

The Audit Committee and the Risk Management Committee form an integral part of Estia's robust governance framework.

The Audit Committee (with details set out under Principle 4) focuses on financial risk within the business and plays a key role in assisting the Board to fulfil its accounting, auditing and financial reporting responsibilities. Together, the Audit and Risk Management Committees form a seamless and interlocking framework of risk management which comprehensively identifies and manages risk across the Group.

The Company reviews the Group's risk management framework at least annually. This review was undertaken in FY19.

### THE RISK MANAGEMENT COMMITTEE

The Risk Management Committee's current membership, the independence of Committee members and attendance by each Committee member at the Risk Management Committee meetings during FY19 is set out earlier in this statement.

The role of the Risk Management Committee is to:

- (i) Oversee the effectiveness of the Company's system of risk management and internal controls and that management carry out their risk management roles in light of guidance from the Board;
- (ii) Oversee the Company's systems for compliance with applicable legal and regulatory requirements, including in respect of clinical governance and resident safety; and
- (iii) Make recommendations to the Board regarding risks the Company faces, action it should take, the adequacy of the Company's risk management framework, and disclosure on risk.

Responsibilities of the Risk Management Committee are outlined in detail in the Committee's Charter, which is available on the Company's website. In summary, the responsibilities include:

- Clinical risk management – to monitor the Group's clinical risk profile and ongoing exposure to clinical risks, ensure performance against legislated standards and best practice benchmarks, oversee the implementation of accreditation programs for the Group's aged care facilities and review of the Company's clinical governance policy framework.
- Internal controls and general risk management – this area of responsibility covers review and updating of the Company's risk profile, ensuring the Company has an effective risk management system and ensuring

risks remain with the risk appetite set by the Board, assessing and ensuring there are appropriate internal controls for determining and managing key risk areas of the business, receiving reports concerning material and actual incidents within those risk areas, evaluating the effectiveness of the internal control systems, evaluating the structure and adequacy of the Company's insurance program and overseeing risk reporting to the Board.

The qualifications and experience of the members of the Risk Management Committee are outlined in the Directors' Report in the Annual Report and are briefly summarised below.

### CHAIR OF RISK MANAGEMENT COMMITTEE

#### Ms Helen Kurincic

Non-executive Director, MBA; Grad Dip Wom Stud, PBC Crit Care; Cert Nsg; FAICD

Helen holds a Master of Business Administration from Victoria University.

Helen has extensive executive and Non-executive experience across the healthcare sector. Helen is Chairman of Integral Diagnostics Limited and a Non-executive Director of HBF Health Limited (and chair of their Risk Committee) and McMillan Shakespeare Limited. Helen was previously the Chief Operating Officer and Director of Genesis Care for 7 years from early inception in 2007, creating Australia's largest radiation oncology and cardiology service business. Previous roles also include Non-executive Director of Sirtex Medical Limited, Non-executive Director of DCA Group Limited which included residential aged care in Australia and New Zealand; Non-executive Director of AMP Capital Investor's aged care business Domain Principal Group, CEO and Executive Director of residential aged care provider Benetas and board member of Melbourne Health and Orygen Research Centre. Helen has also been actively involved in healthcare government policy reform across various areas of the healthcare sector.

#### Paul Foster

Non-executive Director, B.Comm; MA; MAICD

Mr. Foster's qualifications and experiences have been listed in the Directors' Report in the Annual Report.

#### Karen Penrose

Non-executive Director, B.Comm (UNSW), FAICD, CPA

Ms Penrose's qualifications and experiences have been listed in the Directors' Report in the Annual Report.

## RISKS

The management of the Company and the execution of its growth strategies are subject to a number of risks, which could adversely affect the Company's future development.

These risks are monitored and managed by the Board, Risk Management Committee and management in accordance with the framework set out in the Risk Management Committee Charter.

## INTERNAL AUDIT

During FY19, comprehensive reviews were conducted by Estia's Quality Team. The reviews targeted clinical and quality compliance and evaluated the effectiveness of internal control process and procedures.

As is the case with the wider health care industry, the Australian residential aged care industry is highly regulated by the Australian Government. Providers must be approved by the Department of Health, hold allocated places issued by the Department of Health and ensure that their facilities are accredited to legislated standards. The Accreditation standards to 30 June 2019 set out 44 indicators as the expected minimum outcomes for aged care facilities. Estia regularly audits itself to ensure its homes are meeting the 44 Accreditation Standards. From 1 July 2019 the new Aged Care Quality Standards came into effect. There are now eight standards, with 42 requirements. The Executive Director (ED) at each home is responsible for implementing Estia's clinical governance framework. They are supported by Regional, State and National functions that assist EDs in maintaining accreditation and compliance.

During the year the Company appointed the Australian arm of global consulting firm Protiviti Inc to manage an outsourced Internal Financial Audit Function. Protiviti will undertake an annual program of review of key areas of the financial controls to assess and report directly to the Audit Committee on findings and recommendations.

## PROPERTY AND INVESTMENT COMMITTEE

Given the significant size of Estia's property portfolio and the continued expansion of the business anticipated in the future, Estia has established a dedicated Property and Investment Committee to oversee this important part of the Group.

The Committee, in accordance with its Charter (available on the Company's website), is responsible for reviewing and making recommendations to the Board in respect to;

- Assisting the Board in overseeing the investment and acquisition activities of the Group, including the development, acquisition and disposal of real estate assets;

- Reviewing and providing recommendations to the Board in respect of acquisitions (including merger and acquisition activity), divestments and development proposals;
- Monitoring and reviewing the performance of acquired assets or investments against deliverables or objectives initially provided to the Board;
- Ensuring that appropriate programs are in place for the maintenance and renewal of aged care facilities, including for the restoration, repair, replacement and/or modernisation of existing facilities;
- Reviewing, monitoring and making recommendations to the Board regarding the consideration of environmental, social and governance (ESG) issues in support of sustainability efforts, including utilities usage, waste management, transportation planning and similar matters; and
- Consider, monitor and make recommendations in relation to capital expenditure in excess of management's delegated authority.

The qualifications and experience of the members of the Property and Investment Committee are outlined in the Directors' Report contained in the Annual Report, and as follows:

## CHAIR OF PROPERTY AND INVESTMENT COMMITTEE

**The Hon. Warwick L. Smith, AO**  
Non-executive Director, AO, LL.B

Warwick is Chairman of the Advisory Board of Australian Capital Equity, which has significant interests in media, entertainment, research and technology development, as well as property and industrial activities.

He is a Director of Seven Group Holdings, a leading Australian diversified operating and investment Group with market leading businesses and investments in industrial services, oil and gas, and media, Chairman of the Australia-China Council and newly announced Chairman-designate of the National Foundation for Australia-China Relations and Chairman of the China Leadership Group of the Business Council of Australia. In addition, he is Global Trustee of the Asia Society and Chairman Emeritus of the Asia Society in Australia.

Formerly, he was Chairman of E\*TRADE, Chairman New South Wales and Australian Capital Territory and Senior Managing Director of the Australia New Zealand Banking Group Limited (ANZ), Chairman, ANZ Thailand and Director, ANZ Greater China. He was an Executive Director with Macquarie Bank for 10 years and an Australian Federal Government Minister, with a parliamentary career spanning 15 years, including Minister for Family Services and Aged Care. He was also Australia's first Telecommunications Ombudsman and has received a Centenary Medal and has twice been awarded an Order of Australia.

**Dr Gary Weiss, AM**

Non-executive Director and Chairman, AM, LL.B (Hons).  
LL.M (with Dist), JSD

Dr Weiss's qualifications and experiences have been listed in the Annual Report.

**Paul Foster**

Non-executive Director, B.Comm; MA; MAICD

Mr. Foster's qualifications and experiences have been listed in the Directors' Report in the Annual Report.

**ECONOMIC, ENVIRONMENTAL AND SOCIAL SUSTAINABILITY RISKS**

Specifically in response to Recommendation 7.4 of the ASX Recommendations, the Board does not believe it has any material exposure to economic, environmental or social sustainability risks. However, recognising the growing significance of non-financial risks on the long-term sustainability of the organisation, this year the Board has focused on further embedding the identification and assessment of ESG related risks into all elements of governance and decision making across the organisation. Driven by the newly created ESG Committee, Estia has now adopted a formal strategic roadmap to advancing the ESG agenda across the organisation, consisting of four key phases to be rolled out over a period of FY19-FY22.

PHASE/TASK	PROGRESS TO DATE
<b>1. Establish a formal ESG Governance Mechanism</b>	
Establish an ESG Committee consisting of key executives from across the business, to meet on a quarterly basis.	Completed FY19
Define, approve and publish a Committee Charter.	Completed FY19
Conduct quarterly meetings and reporting to the Board on progress.	Ongoing
<b>2. Define the key material ESG related topics to focus on over the next three years</b>	
Undertake a formal Materiality Assessment capturing input from internal and external stakeholders on what issues are material to them.	Completed FY19
Establish a formal Environmental and Social Impact Baseline inclusive of Estia's expanded operations and supply chain (FY18 baseline).	Completed FY19
Establish a sustainability framework aligned to key material issues which clearly defines the focus areas and consistent key measures of success (reporting metrics).	FY20
<b>3. Develop a roadmap of ESG related initiatives to address key identified material issues</b>	
Define and approve list of short term quick-win and future flagship initiatives to address key environmental, social and community related risks over the next three years (to end of FY22) through a formal Sustainability Strategy.	FY20
Define and approve short-and long-term targets for each focus area, informed by data led evidence included in the Sustainability Strategy.	FY20
Design and implement initiatives approved by the Committee with continued measurement and monitoring of progress.	FY19 - FY22
<b>4. Engagement and Reporting</b>	
Maintain Estia as an active member of various ESG and sustainability working groups to ensure we are at the forefront of ESG related trends and topics.	In-progress – Estia recently became a member of the Ethics Alliance
Define the most appropriate format or internationally recognised reporting protocol which is most suitable to report on against ESG related issues.	FY20
Further refine data capture systems to streamline future reporting of key environmental, social and community related metrics.	FY20

# Principle 8

## Remunerate fairly and responsibly

### NOMINATION AND REMUNERATION COMMITTEE

The Board has established a Nomination and Remuneration Committee, which in accordance with its Charter (available on the Company's website), is responsible for reviewing and making recommendations to the Board in respect to:

- Appointment and re-election of Directors;
- Induction and continuing professional development programs for Directors;
- Development and implementation of processes for evaluating the performance of the Board, its Committees and Directors;
- Processes for recruiting new Directors (including evaluation of skills, independence and experience);
- The appointment and re-election of Directors;
- Succession planning for the Board, the CEO/MD and other senior executives; and
- Ensuring that the Board is of a size and composition conducive to making appropriate decisions, with the benefit of a variety of perspectives and skills in the best interests of the Company as a whole (see Board Skills Matrix set out earlier in this Statement).

The Group distinguishes the structure of Non-executive Directors' remuneration from that of executive Directors and senior executives.

Estia's policy is to reward executives with a combination of fixed, performance-based and equity-based incentives. In relation to ASX Recommendation 8.3, the Group's Trading Policy prohibits employee shareholders (which includes those that have obtained shares via the equity-based remuneration scheme) short-term trading, margin lending, and hedging of unvested Group securities.

Non-executive Directors receive Board fees that are set having regard to the responsibilities and risks of the role and market competitiveness. To create alignment between Non-executive Directors and shareholders, Non-executive Directors are encouraged to hold Estia shares and a policy has been adopted that places a minimum holding requirement of the equivalent of 50% of one years' pre-tax director fees, to be achieved after 5 years. Conversely, to preserve independence and impartiality, no element of Non-executive Director remuneration is 'at risk' (that is, it is not based on the performance of the Group).

For details of the Group's remuneration structure, please refer to the Remuneration Report contained within the Annual Report.

The Nomination and Remuneration Committee's current membership, the independence of Committee members and attendance by each Committee member at Committee meetings during FY19, are set out earlier in this Statement. The qualifications and experience of the members of the Nomination and Remuneration Committee are outlined in the Director's Report in the Annual Report, and are briefly summarised below:

### CHAIR OF NOMINATION AND REMUNERATION COMMITTEE

#### Paul Foster

Non-executive Director, B.Comm; MA; MAICD

Paul holds a Bachelor of Commerce from the University of Wollongong and a Master of Arts from UNSW Australia.

Paul is an experienced financial services professional and company Director, with more than 20 years of investment experience in the infrastructure, private equity and real estate asset classes, including substantial investments in the healthcare sector.

Paul is a Managing Director at Pacific Equity Partners, one of Australia's largest alternative investment management firms.

Until May 2015, Paul was head of AMP Capital's Infrastructure investment business in Australia and New Zealand, where he was responsible for the management of \$4.5 billion of infrastructure investments on behalf of Australian and global superannuation funds and investors. In this role and amongst investments spanning the aged care, transport, timberland and social infrastructure sectors, Paul was responsible for the investment that created the second largest for profit aged care business in Australia. Paul was a Director of the Opal Aged Care Group (formerly Domain Principal Group) between 2010 and 2015 and was Chairman of the Group in 2011. Prior to AMP Capital Paul was an investment professional at Macquarie Group and Perpetual Investments.

#### Helen Kurincic

Non-executive Director, MBA; Grad Dip Wom Stud; PBC Crit Care; Cert Nsg; FAICD

Ms Kurincic's qualifications and experiences have been listed in the Director's Report in the Annual Report.

#### Dr Gary Weiss, AM

Non-executive Director and Chairman, LL.B (Hons). LL.M (with Dist), JSD

Dr Weiss's qualifications and experiences have been listed in the Directors' Report in the Annual Report.