

Group Remuneration Policy Statement

Our remuneration approach is designed to attract, retain and motivate talented people to deliver safe, high-quality patient outcomes and sustainable performance for our patients, customers and shareholders.

We align reward with the achievement of strategic priorities, with a strong focus on clinical quality, patient outcomes, and risk management. Performance is assessed on both what is delivered and how it is delivered, reinforcing expected behaviours and standards across our organisation.

A meaningful proportion of remuneration is performance-based. Variable remuneration recognises the achievement of our strategic priorities and delivery of sustained performance, while supporting long-term value creation. Remuneration outcomes are subject to risk and conduct considerations to ensure patient care and clinical standards are not compromised.

This is supported by disciplined financial performance and capital stewardship to ensure long-term sustainability. Our framework is designed to be fair, transparent and market-competitive, reflecting community expectations of a healthcare provider.

A handwritten signature in black ink, appearing to read 'Paul Anderson', with a stylized, cursive script.

Paul Anderson
Managing Director & CEO
May 2026