



Healthscope

Diversity and Inclusion Policy

Healthscope Limited
ACN 144 840 639
(Company)
22 August 2017

1. Overview

The Board of Directors of Healthscope Limited is responsible for the overall management of Healthscope, including guidance as to strategic direction, ensuring best practice corporate governance and oversight of management. Healthscope's diverse workforce is a key advantage, and our business success is a reflection of the professionalism, quality and skill of our people. Healthscope recognises that people are its most important asset and is committed to the maintenance and promotion of workplace diversity.

Diversity drives Healthscope's ability to attract, retain, motivate and develop the best people, create an engaged workforce, deliver high quality services to its doctors, patients and customers and continue to grow the business.

Healthscope's objective is to integrate diversity and inclusion into our workplaces and in how we deliver health care and service.

2. Scope

Healthscope's vision for diversity incorporates a number of factors, including gender, ethnicity, disability, marital or family status, religious or cultural background, sexual orientation and gender identity, age and educational experience.

3. Why diversity and inclusion are important

Healthscope must attract, recruit, retain and develop the best talent. In doing this, we embrace all segments of the wider community. Our workforce diversity adds to the richness of Healthscope. Every employee brings their own unique capabilities, experiences and characteristics to work. A diverse workforce and an inclusive culture enables us to strive to have all people respected and valued, not just for their abilities, but also for their unique qualities and perspectives.

Diversity at Healthscope also means having an employee base which is reflective of broad geographies and the range of backgrounds of the doctors, patients and customers that Healthscope supports and the communities within which we operate.

Healthscope's STAR values, particularly 'Teamwork and integrity' and 'Responsibility' underpin inclusion in our workforce. Inclusion promotes diversity of thought, new ideas and a range of perspectives which allow us to continually improve the care and service that we deliver in our hospitals, medical centres and pathology businesses. It is inclusion that allows every one of our people to reach their full potential in our workplace.

4. How we support diversity and inclusion

Consistent with our Healthscope STAR Values, we aspire to:

- advance safe and inclusive workplaces for our employees, where all employees have the opportunity to realise their potential, regardless of background;
- develop and maintain an inclusive culture, where individual difference is understood, respected and valued;
- create a workforce across all levels of Healthscope, including senior management, which is reflective of the diversity of our patients and customers and the communities in which we operate;
- achieve greater representation of women at senior levels of Healthscope;
- foster a working environment free from discrimination, harassment, vilification or victimisation;
- deliver fair and equitable recruitment and selection processes, including succession planning, that are free from bias; and
- continue to meet or exceed our legal and regulatory obligations in relation to equal opportunity, diversity and inclusion.

We provide development opportunities that continue to broaden the range of people that can be considered for senior roles and evaluate our performance against diversity and inclusion targets, both internally and against relevant external benchmarks.

We will also continue to promote flexible work practices to assist employees balance work and other commitments.

5. Our measurable objectives for diversity and inclusion

The Board sets measurable objectives for achieving diversity and inclusion for the Board and the organisation as a whole. Healthscope's performance against these measurable objectives is reviewed and reported each year to the Board.

We disclose the objectives and our performance. A summary of this Policy and the Company's achievement of the Policy's objectives will also be publically disclosed.

6. Recruitment, selection and succession planning

6.1 Succession planning

The Nomination Committee is responsible for the development and succession planning for the Chief Executive Officer (CEO) and the CEO's direct reports. In discharging this responsibility, the Nomination Committee will have regard to diversity criteria.

6.2 Board appointment process

Whilst skills such as leadership and previous experience as a chief executive, chair or board member of a large organisation with international operations have traditionally been pre-requisites to appointment as a director, the Board recognises that the Board as a whole should have appropriate skills and experience.

The Board will develop and disclose a board appointment process, which includes selection criteria having regard to the skills and experience outlined above and the selection process for senior management positions.

The Nomination Committee is responsible for identifying qualified individuals for appointment to the Board. In identifying candidates, the Nomination Committee will have regard to the selection process set out in the board appointment process, which will include:

- skills, expertise and background that add to and complement the range of skills, expertise and background of the existing directors;
- diversity; and
- the extent to which the candidate would fill a present need on the Board.

7. Review of Policy

The People and Remuneration Committee is responsible for the review and oversight of this Policy. In executing this role, the People and Remuneration Committee will, with the appropriate support and input from management:

- review on an annual basis:
 1. the effectiveness of this Policy, its objectives and the strategies which aim to achieve the objectives; and
 2. the division of responsibilities and accountability for developing and implementing diversity and inclusion initiatives across the organisation; and
- report to the Board on the outcome of its review, including any recommendations for changes to those strategies or the way in which they are implemented.