



Providing real moments of *joy*

Annual Report
2023

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About this Annual Report

Welcome to the 2023 Annual Report of Regis, a trusted leader in providing aged care and tailored services for older Australians.

The themes of this year's Annual Report are connection, community and engagement. The report showcases how Regis has emerged from the challenges of the COVID-19 pandemic and the aged care reform program as a resilient and innovative company.

We have taken proactive measures to enhance service quality by nurturing connections, fostering a sense of community and engaging with our residents and clients. We understand that maintaining social connections is crucial for overall quality of life. In response we have implemented innovative initiatives and embraced technology to bridge physical distances and facilitate meaningful interactions.

As we reflect on the past year, we reaffirm our commitment to excellence. The evolving needs of older Australians remain our top priority and we will continue to provide high quality care and support through our comprehensive range of services. Our mission is to enhance the lives of our residents and clients and we remain dedicated to meeting this objective with the highest standards of individualised care and service.

Thank you for joining us on this journey. We invite you to explore the pages of our Annual Report which highlight our achievements and the impact we have made on the lives of those we provide care and services to — providing real moments of joy.



About Regis

Founded 30 years ago, Regis currently provides services to more than 7,000 older Australians through residential aged care homes, home care service hubs, day therapy and day respite centres and retirement villages. We are proud to present our accomplishments of the past year.

Our unwavering commitment to enhancing the lives of our residents and clients remains at the heart of everything we do. With a dedicated team of more than 9,000 people, we empower individuals to achieve quality of life and wellness, demonstrating empathy, kindness and a deep respect for the dignity and individuality of each person.

Residential Aged Care

Within our expansive network of 63 aged care homes across the country, our Residential Aged Care services provide an environment for residents to embrace the lifestyle of their choosing. We offer a diverse range of support options to cater to varying care requirements, including ageing-in-place, short stays and respite care, specialist dementia care and palliative care. Our homes offer distinct levels of personal service and comfort, with the options of Club, Reserve, and Classic accommodations.

Retirement Living

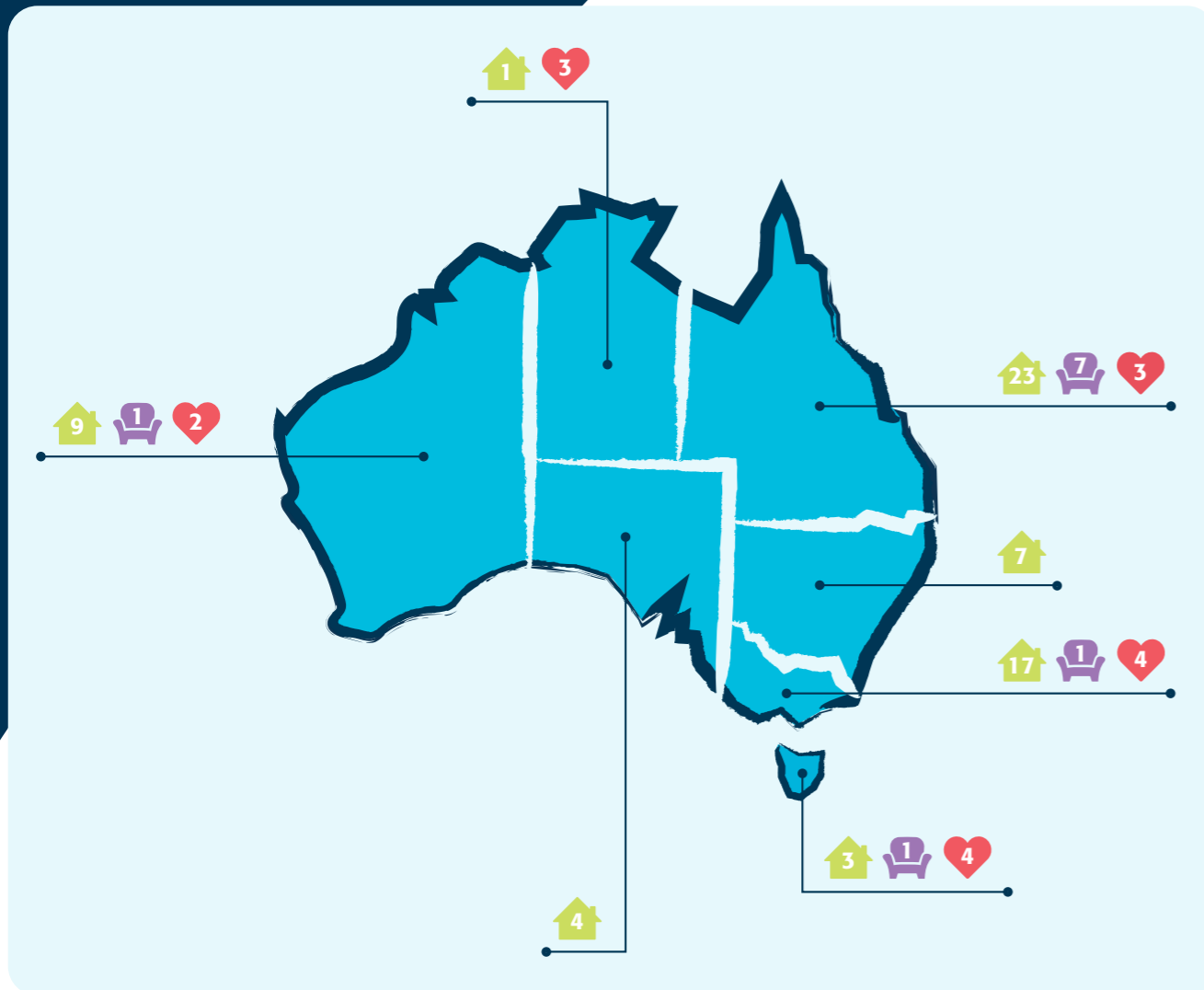
Regis Retirement Living encompasses a network of specialist retirement and independent living villages throughout Australia. Our vibrant communities foster an atmosphere of encouragement and security and support, allowing residents to maintain an independent lifestyle while enjoying a friendly and inclusive environment. Our team supports our residents to remain active and fully embrace life.

Home Care

Regis Home Care is committed to facilitating the best possible quality of life for our clients in the comfort of their own homes. Across eight locations nationwide, we offer comprehensive Services. These include personalised nursing and allied health care, meal preparation, social support, companionship, respite, and group therapy. Our aim is to provide individualised care that meets the unique needs of each client enabling them to live with dignity and independence.



Service locations



South Australia

Residential Care Homes

- Regis Burnside
- Regis Kingswood
- Regis Marleston
- Regis Playford

Northern Territory

Residential Care Homes

- Regis Tiwi

Home Care, Day Respite and Day Therapy Centres

- Regis Home Care Darwin
- Regis Day Respite Darwin
- Regis Day Therapy Centre Darwin

New South Wales

Residential Care Homes

- Regis Belmore (Sold April 2023)
- Regis Elernmore Vale
- Regis Hornsby
- Regis Hurstville
- Regis Port Macquarie
- Regis Port Stephens
- Regis Rose Bay

Western Australia

Residential Care Homes

- Regis Bunbury
- Regis Como
- Regis Embleton
- Regis Greenmount
- Regis Nedlands
- Regis North Fremantle
- Regis Port Coogee
- Regis Weston
- Regis Woodlands

Retirement Living

- Regis Hollywood (Sold June 2023)

Day Therapy Centres

- Regis Day Therapy Centre Nedlands
- Regis Health and Wellness Centre Port Coogee

Tasmania

Residential Care Homes

- Regis Eastern Shore
- Regis Legana
- Regis Norwood

Retirement Living

- Regis Norwood

Home Care and Day Respite Centres

- Regis Home Care Tasmania South
- Regis Home Care Tasmania North
- Regis Day Respite Tasmania North
- Regis Day Respite Tasmania South

Queensland

Residential Care Homes

- Regis Ayr
- Regis Birkdale
- Regis Bulimba
- Regis Caboolture
- Regis Chelmer
- Regis Ferny Grove
- Regis Gatton
- Regis Greenbank
- Regis Home Hill
- Regis Kirwan
- Regis Kuluin
- Regis Lutwyche
- Regis Maroochydore
- Regis Redlynch
- Regis Salisbury
- Regis Sandgate Griffith
- Regis Sandgate Lucinda
- Regis Sandgate Musgrave
- Regis Sippy Downs
- Regis The Gap
- Regis Whitfield
- Regis Wynnum
- Regis Yeronga

Retirement Living

- Regis Barambah Villas
- Regis Bramble Bay
- Regis Corinthian Court
- Regis Farris Villas
- Regis McDonald Court
- Regis Tallowood Lodge
- Regis Woodward

Home Care and Day Respite Centres

- Regis Home Care Cairns
- Regis Day Therapy Centre Cairns
- Regis Day Therapy Centre Townsville

Victoria

Residential Care Homes

- Regis Alwarra Lodge
- Regis Armadale
- Regis Blackburn
- Regis Brighton
- Regis Cranbourne
- Regis Dandenong North
- Regis East Malvern
- Regis Fawkner
- Regis Frankston
- Regis Inala Lodge
- Regis Macleod
- Regis Ontario
- Regis Ringwood
- Regis Rosebud
- Regis Sandringham
- Regis Shenley Manor
- Regis Sunraysia

Retirement Living

- Regis Inala

Home Care and Day Respite Centres

- Regis Home Care Eastern Metro
- Regis Home Care Mildura
- Regis Day Therapy Centre Inala Village
- Regis Day Respite Inala Village

Regis and the aged care environment

Regis is one of Australia’s largest and most sophisticated providers of aged care with a portfolio including 63 residential aged care homes, home care and retirement living. Regis has a team of more than 9,000 dedicated people and delivered care and services to more than 7,000 residents and clients at any given time over the past year. We were formed 30 years ago and are a proud Australian company.

Over the past 12 months, the aged care sector has started to see meaningful action in relation to the Government’s reform agenda. There is an improved understanding of the correlation between adequate funding, contemporary regulatory settings and a supported workforce with care and service outcomes for our consumers. There is still more work to be done to stabilise and support the sector into the future but significant progress is being made.

Worker pay rise

A significant increase has been made to the aged care modern award. Eligible aged care workers received wage increases of up to 15% from 30 June 2023. Many workers also benefited from a 5.75% increase to the minimum award wage. Regis strongly supports higher wages which reflect the value and difficulty of the work performed by front line aged care workers. Higher wages also support recruitment and retention of our workforce.

Funding

Regulatory and funding policy has become clearer, with the Aged Care Funding Instrument (ACFI) being replaced by the new Australian National Aged Care Classification, or AN-ACC, funding model on 1 October 2022. From 1 July 2023, the Government increased the industry AN-ACC starting price from \$206.80 to \$243.10 with the intention to cover the direct care minutes mandate, wage increases and indexation.

Care minutes

The mandated care minutes requirement commences on 1 October 2023, requiring on average 200 care minutes including 40 minutes from a registered nurse. Like many providers, Regis has been undertaking an organisational redesign to refocus resources towards more eligible direct care, whilst seeking to preserve the holistic care and experience of our residents. The organisation redesign includes the redeployment of some workers into eligible direct care roles, and the recruitment of additional registered nurses to meet care minutes requirements.

Labour market pressures remain in terms of availability of key employee cohorts, particularly registered nurses, given the ongoing global shortage.

The Company has invested in additional internal recruitment capabilities and is recruiting at record numbers. The increased award rates are showing early signs of contributing to increased interest in aged care roles and reducing turnover. We anticipate improved workforce availability during FY24.

IHACPA

The recently formed Independent Health and Aged Care Pricing Authority (IHACPA) is modelling the cost of care under the AN-ACC funding model and will make recommendations to the Government. It is our belief that IHACPA will provide a fairer representation of the actual costs of delivering high quality care in the residential aged care setting and this will lead to additional funding in the medium to long-term, including more reasonable levels of indexation.

Bed licences

The deregulation of bed licences from 1 July 2024 is expected to be beneficial to larger providers such as Regis that have growth ambitions and access to capital. Deregulation will provide flexibility for providers to build new aged care homes at their own preferred locations.

Star ratings

Star ratings were a recommendation of the Royal Commission and were introduced in December 2022. Each residential aged care home is assigned an overall star rating comprised of four sub-categories being: resident experience, compliance, quality and staffing. Regis’ portfolio of 63 homes is rated 3 stars on average which is considered an acceptable quality of care. Regis rated an average of 4 stars for compliance.

In evaluation of staffing, the star rating is based on actual eligible direct care minutes reported to the Department of Health & Aged Care (DHAC) on a quarterly basis which are then compared to targets set by the Government. Reporting of actuals commenced in December 2022 against targets that are not mandated until October 2023.

Aged Care Taskforce

Regis welcomes the new Aged Care Taskforce announced in the Federal Budget, established to review and provide advice on funding arrangements for aged care. The taskforce is being chaired by the Minister for Aged Care with members representing sector providers, unions, advisors and the public sector.

The outcomes from the taskforce will be critical in establishing short and longer-term funding and financing reforms for the sector. There is now a broad understanding and acceptance that change is required urgently to support the long-term viability of the sector and attract private investment to build and maintain residential aged care homes.

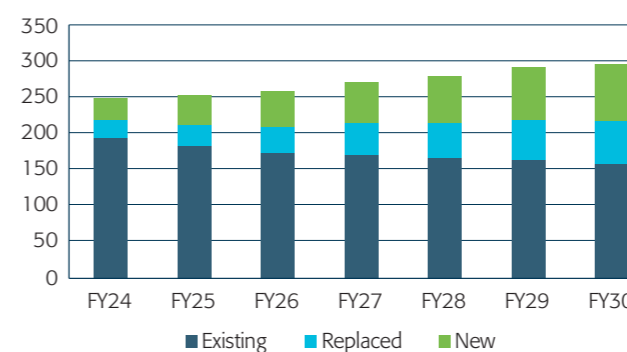
Communication of ideas is expected in October 2023 and the final report in December 2023.

Regis continues to work with the industry peak body, the Aged and Community Care Providers Association (ACCPA), to support the development of an effective and sustainable aged care funding model and drive positive change.

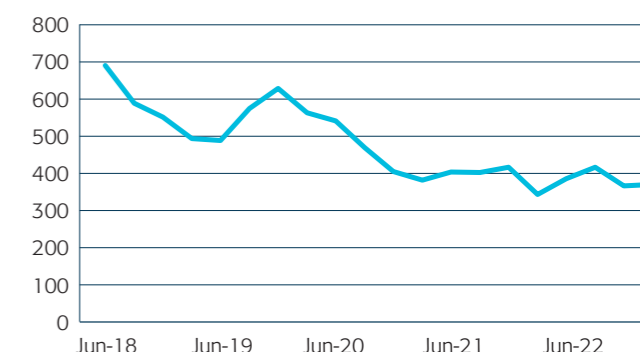
Shortfall of quality beds

The Aged Care Financing Authority’s most recent report¹ on funding and financing forecasts that an extra 80,000 aged care beds will be needed by 2030 to meet the expected demands of an ageing population. Recent declines in capital investment in the sector reflect funding and reform uncertainties, a lack of adequate returns to support new developments and widespread provider viability issues. In addition, the current stock of beds across the sector is of mixed quality. It is estimated that the sector needs to replace approximately 25% or 55,000 beds due to age and outdated layouts. ACFA’s report estimates that the sector needs investment of approximately \$50 billion to meet these building objectives.

Forecast Residential Aged Care Places Required (‘000s)¹



Value of Building Work Completed in the Australian Aged Care sector (\$m)²



¹ ACFA Ninth Report On The Funding and Financing of the Aged Care Industry (July 2021)
² Australian Bureau of Statistics (ABS) Building Activity, Australia - March 2023

Snapshot 2023

 **9,000+**
Employees

 **560+**
Volunteers



63
Aged care homes



7,000+
Aged care & retirement living residents & home care/day therapy clients



5,000+ COVID-19 vaccines &
6,000+ Flu vaccines

Delivered to residents & employees*



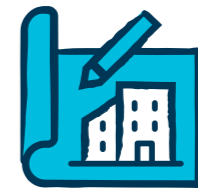
9 Day therapy & day respite centres



10 Regis retirement villages (1 sold 29 June 2023)



6 Home care service hubs



4 Development sites



91.5% FY23 Average occupancy

*Employees have option to receive COVID and flu vaccines at workplace/pharmacy/GP

Chairman's Report

It is positive that in FY23 your Board has seen evidence of an upturn in prospects for the Aged Care sector, after more than five years of difficult trading conditions.

The challenges to the sector are well known; characterised by a conscious tightening by Government of sector funding; a once in a generation impact of the pandemic on residents/clients and providers; criticism of the aged care workforce and significant workforce shortages post COVID-19; and widespread sector financial operating losses.

Ongoing sector reforms in response to the Royal Commission, while addressing important issues, have added complexity and costs to the delivery of aged care services and placed greater demands on staff and management.

Regis has used this very difficult period to prepare the business for the long-delayed sector turnaround and the more demanding post-reform operating environment. Your Board and Management have adopted a disciplined business posture, while continuing to invest in our core operational capabilities, care delivery and strengthening our financial position. Key initiatives have included:

- A clear priority on keeping residents, clients and staff safe during the pandemic.
- Systematic investment across the whole suite of operational hardware and business systems to make them

more scalable and effective. This includes our clinical care platform, finance and risk management, upgrades to core services such as enterprise-grade wi-fi, additional resident services, food service, electronic medication management and, more recently, our human resources rostering, and time and attendance systems.

- Increasing focus on occupancy, refundable accommodation deposits (RADs) and business returns, particularly as COVID-19 has receded.
- A pause on new developments until there was clear certainty that returns would exceed the cost of capital, but ongoing new site acquisitions in preparation for a new building phase.
- Maintenance of strong cashflows, which have been used to reduce debt from \$400 million in FY2018 to almost zero in FY2023, creating significant financial capacity.
- Uplift in clinical care capability and resident care with a particular focus on wound management, falls, staff training and data quality.
- Sale of non-income producing assets and the closure of homes we deem no longer suitable for incoming resident populations.

- Targeted uplifts in our work, health and safety capabilities and performance, resulting in a substantial reduction in incidents, lost time and WorkCover claims.

The outcome of these initiatives is that Regis is in its best operational and financial shape in many years. The investments and strategies have improved the sustainability of earnings and reduced risk. We have strong and more capable management, quality homes, a better trained workforce and systems that are more scalable and reliable.

Regis is well placed to leverage the benefits of expected improvements in the operating environment, including a more sustainable funding regime, a tightening in available beds due to the lack of new sector investment over the last several years, and likely sector consolidation.

Regulatory reform remains an important part of an improving operating environment. The Australian Government commissioned an independent capability review of the aged care regulator, as recommended by the Royal Commission. The ensuing report, released on 21 July 2023 included recommendations to improve the culture, leadership, structure, governance, capability and performance of the regulator. The Regis Board looks forward to implementation of all the



recommendations. Fit-for-purpose regulation is necessary to deliver quality care and services and to support a maturing sector.

Turning now to Regis' FY23 performance, it was pleasing to see the 6.6% increase in Underlying EBITDA to \$83.3 million on the back of a 7.6% increase in revenue and occupancy rising to 93.7% as at 30 June. Strong operating cash flows, supported by more than \$43 million additional RADs, enabled a reduction in net debt of \$96.9 million to just \$6.0 million at 30 June 2023. Regis increased capex by 10% in the FY23 year as it shifted to development spending. Construction of the Camberwell home (Melbourne) and purchase of a new site in Carlingford (Sydney) were highlights, with ongoing refurbishment spend to maintain the quality of our home portfolio.

The sale of non-income producing assets in the year was aimed at strengthening our balance sheet and fast-tracking our reinvestment in new business opportunities as the outlook for returns continues to improve. The Government's Aged Care Taskforce which is due to announce its findings and recommendations regarding system financing before the end of 2023, will be a key factor in influencing investment pacing.

Regis improved its clinical performance during FY23, notwithstanding the sanction applied to our home in Port Coogee in WA in August 2022. There was a 20% reduction in reportable serious incidents, a 26% reduction in falls with harm and improved wound management performance with significant reductions in serious wounds. We expect to see these trends continue on the back of ongoing training and the investments in upgraded systems.

Workforce management has been one of most challenging aspects of the last year. Acute sector-wide shortages of care workers and registered nurses post-Covid has coincided with increasing requirements to have a nurse in every home 24/7 (from 1 July 2023) and from 1 October 2023, every resident to receive an average of 200 minutes of direct care daily. Regis has long met the first requirement but has needed to reorganise its business and accelerate recruitment in a tight market through FY23 to support the care minutes targets. Given the workforce shortages, Regis saw higher usage of agency staff and overtime than usual in FY23, but more recent easing of those pressures is welcome and will assist the sector meet these care minute targets.

Regis announced it will pay a final dividend of 7.48 cents in FY23, taking full year dividends to 9.48 cents, up from 5.84 cents in FY22. The Board recognises that investors have experienced a number of difficult years and our dividend policy of a 100% pay out reflects support for our investors and the current strength of our financial position. The strong balance sheet and confidence in our operational capacity supports Regis' active pursuit of strategic material acquisitions in the year ahead to broaden its residential aged care footprint.

I would like to thank my fellow Board Directors for their active and constructive support for the business in FY23. It has been another very challenging year and I would also take this opportunity to thank all Executives and employees at Regis Healthcare for their contribution throughout the year. I am proud of their commitment to residents and clients, which is at the core of Regis' purpose.

Finally, I want to thank our Shareholders for their continued support during the year.

Graham Hodges

Chairman

Managing Director & CEO's Report



I am pleased to present the Managing Director & CEO Report for 2023.

Regis' strength lies in its well-trained and experienced workforce who are focused on improving the quality of care and services to its residents and clients. Our workforce has grown to more than 9,000 people this year as our occupancy improved.

Joining Regis in 2019 in the midst of the Royal Commission into Aged Care Quality and Safety, I anticipated that the sector was close to bottoming out ahead of a much-needed reform program. The challenging conditions persisted for longer than expected and were compounded by the COVID-19 pandemic and the ongoing uncertainty in government policy, funding and regulatory settings.

Over the past 12 months the sector has started to see meaningful action on the promises set out in the Government's reform agenda. There is improving shared understanding of the correlation between adequate funding, contemporary regulatory settings and a supported workforce with care and service outcomes for consumers. There is still more work to be done to stabilise and support the sector into the future, but significant progress has been made. Labour market pressures, while starting to ease this year, remain in terms of availability of key employee cohorts, particularly registered nurses.

It was positive that the new Australian National Aged Care Classification (AN-ACC) price was effective from

1 October 2022, well ahead of the care minutes mandate with its associated costs. This provided some reprieve from the difficult operating conditions with labour shortages and inflation pressures.

The recently formed Independent Hospital and Aged Care Pricing Authority (IHACPA) provided pricing advice which helped inform the FY24 AN-ACC price, which has increased 17.6% to \$243 per resident per day from 1 July 2023. The Company expects IHACPA will provide a fairer representation of the costing model for aged care and this will lead to additional funding in the medium to long term.

Regis has been a strong advocate for increased wages for aged care workers, which are an important lever to appropriately recognise the value of the work, stabilise the workforce, reduce turnover and attract workers to the sector. The Company was very pleased with the Fair Work Commission's determination in March 2023 to increase award wages for certain aged care workers by 15% effective 30 June 2023.

The impact of the COVID-19 pandemic lessened across the year and the Company was responsive to the diminishing health risks of the virus in the context of high vaccination rates and the ready availability of effective anti-viral medicines. The Company has continued to adapt its operating model to keep its residents, clients, employees and visitors safe.

The home care reforms continue to be uncertain, leading the Company to preference investment in residential aged care at this time. Home care continues to be a service stream of interest for Regis pending a Government reform program and settings that will support a profitable business unit with policy and regulatory certainty.

Regis is a proud member of the Aged and Community Care Provider Association (ACCPA), which is now a year old. ACCPA has been a strong contributor to public discussion about aged care and has advocated for the reforms essential to ensure older Australians are cared for and served in accordance with community values. I am a Director of ACCPA, filling one of two places reserved for large, multi-state providers.

We welcome the Government's new Aged Care Taskforce to review and provide advice on funding arrangements for aged care. There is now broad understanding that these settings must be changed urgently to support the viability of the sector and to attract private investment to build and maintain the residential aged care homes needed for the ageing Australian population. It remains the case that most providers in the sector are operating at a loss.

The Company found the year more stable from an operating and financial perspective. Having said that, the content and pace of the Government's reform agenda along with insufficient

transparency and communication, remain problems to be addressed. Regis continues to advocate for providers to be included in the planning and policy discussions alongside consumers and government.

Construction of our new 112-bed residential aged care home in Camberwell, Victoria is on target. During the year, we purchased a prime development site in Carlingford, NSW and have progressed designs and development approvals for our pipeline of construction projects.

The Company progressed its strategy of divesting non-income producing assets and was pleased to achieve the sale of the Hollywood Retirement Village (Western Australia) and surrounding vacant land as well as divesting land in Kingswood and the site of the former Belmore home, which was closed in January 2023.

Financial results for the year improved, with revenue from services up 7.6% to \$780.6m and underlying EBITDA up 6.6% to \$83.3m. The Company reported a net loss after tax due to amortisation of bed licences. Importantly, net debt reduced by 94.2% to \$6m driven by strong operating cash flow, positive RAD inflows and releasing of capital from the sale of land and property. Regis now has a stronger balance sheet to support the pursuit of material strategic acquisitions to broaden its residential aged care footprint.

Pleasingly, Regis increased occupancy to a record high of 6,521 residents (93.7%), over a period where reported occupancy for the sector continued to decline. The Company achieved substantial improvements in a range of resident quality and safety indicators including wounds, falls and preventable errors. Regis' lost time injury frequency rate (LTIFR) of 6 is industry-leading against a sector average of 24. The Company achieved the majority of the initiatives contained in the second year of the Strategic Plan. The Company continues to lead and participate in a range of robust research projects to improve consumer care and services, workforce performance and wellbeing.

Regis remains firmly committed to a high-performance team culture, with continuous improvement and learning philosophies driven from the Board and Executive through to frontline teams. Care and service remain core business drivers to improve consumer experience, and operational and financial performance. We are looking forward to the year ahead and the execution of our strategic priorities.

I'd like to sincerely thank each of our 9,000 employees for their continued hard work, commitment and care that they provide to our residents and clients day in and day out.

Dr Linda Mellors

Managing Director & Chief Executive Officer

Our Strategy

Our Strategic Plan for financial years 2022 to 2024 outlines what is important to Regis. Our strategy is to always deliver excellent and sustainable outcomes for our residents, clients, employees, Shareholders and the community.

We do this by:




- delivering high-quality care and services to our residents and clients;
- supporting effective clinical governance systems;
- investing in ensuring we have a highly skilled and capable workforce;
- investing in new developments to deliver contemporary products and experiences;
- transforming our systems and technology; and
- maintaining a geographically diverse portfolio.



Our purpose

Personalised and respectful care that embraces the experience of ageing

Our values	Our behaviours	Who we serve
Optimism Passion Integrity Respect	We have a relentless customer focus We are transparent and accountable We are collaborative We all own quality and safety We continuously improve	Our Residents Our Clients Our People Our Care Partners Our Community Our Shareholders

 <h4>The Regis Culture of Care</h4> <p>Our goals:</p> <ul style="list-style-type: none"> • We deliver Personal Care • We deliver Safe Care • We deliver Effective Care • We deliver Integrated Care 	 <h4>Positive People and Practice</h4> <p>Our goals:</p> <ul style="list-style-type: none"> • We empower, support and enable our people • We ensure the right people are in the right roles • We keep people physically safe and psychologically well • We provide an inclusive and flexible workplace 	 <h4>Ensuring our Future</h4> <p>Our goals:</p> <ul style="list-style-type: none"> • We transform our living, care, services and work through digital enablers • We expand and develop our property and service portfolio • We lead in operational excellence • We build positive partnerships • We embrace environmental sustainability
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Our Strategy. Regis Culture of Care

Implementing care minutes

Care will always be our priority

Regis agrees with the assessment of the Royal Commission into Aged Care Quality and Safety that staffing mix and levels are critical to the quality of aged care services. Resident wellbeing is our utmost priority.

The Royal Commission has recommended an average minimum direct care time of 200 minutes per resident, per day. These care minutes are to include 40 minutes of care by a registered nurse and the remainder by an enrolled nurse or a personal care worker. Direct care provided by employees in any other role will not contribute to the 200-minute requirement. The care minutes requirement will increase to 215 minutes per resident, per day in October 2024.

Regis has managed a significant program of work throughout the financial year to prepare for the launch of mandatory care minutes targets on 1 October 2023. The Company's care minutes have improved each quarter from 165.3 minutes in Q1 FY23 to 178.8 minutes in Q4 FY23. An organisational redesign to offer career development opportunities for our existing workforce, together with initiatives to increase retention and an investment in enhancing our recruitment capability to attract direct care workers will continue to grow our care minutes each quarter.

In line with the Commission's recommendations, Regis has maintained a commitment to resident safety and quality care by ensuring 24/7 Registered Nurse (RN) coverage at our homes for the past 13 years. This strategic initiative not only aligns with industry best practices



but also acknowledges the pivotal role RNs play in promptly identifying and mitigating potential risks. RNs enhance resident safety, reduce hospitalisations and effectively address evolving health needs around the clock.

Our commitment to resident care is demonstrated by 95 per cent of Regis homes returning an overall star rating of 3 or above signifying a good level of care.

Our project team will be working to ensure our residents, families, employees and clients continue to receive the highest level of care and support.

Meals get cultural refresh with UFS collaboration

A new range of international cuisine is part of our menu

The Regis catering model has expanded in collaboration with Unilever Food Solutions to offer a broader range of meals to residents.

According to the 2021 Australian census, around 37% of people over 65 years of

age were born overseas, and a significant percentage of these people are classified as coming from culturally and linguistically diverse (CALD) backgrounds, which means anywhere overseas except the UK, Ireland, NZ, Canada, USA and South Africa.

Our "re-fresh" program celebrates diversity at mealtime, offering residents a rotating selection of cultural and chef signature dishes each month. This acknowledges the backgrounds of our residents and fosters a sense of community through shared flavors and traditions.

In line with our commitment to resident-centered care, the "re-fresh" program includes a resident choice option. Alternating with cultural dishes, this empowers residents to shape their dining experience by voting for their preferred meals, reflecting our dedication to catering to individual preferences.

Offering meals which meet the needs of residents based on their country of origin creates more interest in mealtimes, increases food intake and improves residents' sense of belonging. It can also support a person's sense of identity and may even prompt memories of the past. New options on the menus such as a Thai beef stir fry or a curry alongside a casserole or braised beef provide the opportunity for residents to try something different.

Presentation improvements

Food should look as good as it tastes

Regis has continued to improve the appeal of texture modified food. With the help of regular taste testing from residents Regis will move to Phase Two of our program to improve the appeal of texture modified food.

The range of moulded food options has been extended to offer greater variety at all meal times including morning and afternoon teas.

Regis was one of the first aged care providers to introduce moulded food presentation. Food that has been minced or pureed is moulded into the shape of the original food item, which makes the meal look more appealing, reduces plate waste and improves customer satisfaction.



Lorraine and I can always share a laugh which is rewarding.

Carol
Lifestyle Assistant

Carol always makes me laugh.

Lorraine
Resident

Improving nutrition

We continue to boost the dairy intake of residents to reduce fractures and support improved health outcomes. Yoghurt or ice-cream and milkshakes are offered alongside morning and afternoon teas.

Innovative care strategy to support residents with wandering at night

Compassion and thoughtfulness helps residents with dementia

Employees at the Regis Sandgate Griffith 50-bed Home in Queensland, have developed a plan to reduce the risk of residents wandering at nighttime.

It began with team Manager Jayne Ryan leading an employee brainstorming session on ideas to help residents living with dementia.

Often those living with dementia experience insomnia, so a compassionate response was put in place to help orientate residents to the time of day. Now, soft LED lighting is used in the Home's lounges at night and night employees wear pyjamas to help residents recognise that it's night-time. Images of night skies are projected onto the lounge ceilings and images of burning log fires on the lounge walls. These offer a calm, comforting environment. Glow-in-the-dark toilet seats have been installed, reducing the need to turn lights on and making it easier for residents to identify the toilet, resulting in a reduction of the number of falls and accidents.

Residents that wander are supported back to bed using soft and gentle tones and offered a warm drink to their liking. The program has reduced the number of residents at Sandgate Griffith that used to wander at night from 12 down to an average of two.

Overall, the new initiatives have been a tremendous success and Regis will continue to develop innovative solutions to improve the wellbeing of residents living with dementia.



Esprit Cafés offer support for life transitions

Esprit Café was introduced at Regis in 2016 and has since evolved into one of our most successful national programs.

Esprit Café is a Regis initiative to help people talk about major moments in their life and the key emotional issues affecting those living in aged care. It is a time where each person is heard and is free from judgement or criticism.

This free service is open to Regis residents, their families and interested friends and is held in small groups. A trained and independent social worker facilitates discussions which can be as general or as specific as needed.

Regis Consumer Advisory Council: empowering consumers

Residents are our partners in management

In line with our commitment to consumer engagement and partnership Regis has established a Consumer Advisory Council (CAC).

Membership includes residents and family representatives ensuring consumer needs, preferences, and feedback are at the forefront of service planning, design, and evaluation.

Regis ensures that the voices and perspectives of those receiving care are heard and respected.

Through their involvement, CAC members address important issues such as service improvements, reviews of publications and actions taken in response to feedback.

The Regis CAC meets regularly and its standing items include consumer feedback, complaints and compliments as well as accreditation outcomes and actions for improvement.

The Council also collaborates with key stakeholders including employees and external experts, to ensure a comprehensive and informed approach to its advisory role.

By actively participating in the Council, members gain insights into the inner workings of Regis, enabling them to contribute meaningfully to the improvement of services.

Residents help select employees

The quality of food and the dining room experience for residents are always very important to Regis, so when looking for a new Chef, the General Manager at Regis Whitfield asked a number of residents to be involved in the recruitment process.

During the interviews, the residents were very impressed by an applicant's experience in looking after his ageing parents, his determination to please those eating his food and his ability to incorporate the food preferences of others into the meals he prepared and how he served them. This was the key factor in why Enrique Brizuela was successfully appointed into the role.

Since his appointment, Enrique regularly consults with residents, seeking feedback and getting to know their likes and dislikes. He welcomes resident feedback, caters for individual requests and ensures that dishes rated as 5-star frequently appear on the menu. He also works very closely with the residents who look after the herb garden and uses this fresh produce in the meals served at the Home.

Getting residents involved in the recruitment process is just one of the many ways Regis partners with our residents and clients. At Regis Whitfield, residents have been involved in the recruitment of more than 20 employees so far. It's just one of the many initiatives in place that allows those living in the Home to feel empowered in how services are planned and delivered.

Celebrating older people as artists

Regis Greenmount's art exhibition, Conversation With Time, challenged negative perceptions about ageing and older generations.

The innovative group art project curated by esteemed Perth visual artist and the Lifestyle Coordinator at Regis Greenmount, Dr Zuhail Kuvan-Mills, captivated visitors to Ellenbrook Art Gallery.

The exhibition featured a collection of 40 individual artworks created by Regis Greenmount residents over a six-month period. Each artwork is a testament to the creative expression and vitality of the senior artists involved.

The pieces recognise the value, contribution, and life experience of older individuals in society, challenging prevailing attitudes that dismiss their worth.





All aboard for a day to remember

In an enchanting display of community spirit and adventure, Regis organised a remarkable excursion for 97 residents from 14 of its Victorian homes. The iconic steam train, Puffing Billy, took them on an unforgettable experience through the breathtaking landscapes of the Dandenong Ranges, on an exciting journey that created lasting memories.

For many residents, the opportunity to ride Puffing Billy brought back fond memories and stepping onto the vintage steam train evoked a sense of nostalgia. Newcomers, on the other hand, were thrilled to embark on an adventure, eager to make their own lasting memories.

The day was filled with laughter and offered residents and carers a chance to share time with friends and to form new relationships. The group enjoyed walking around the lakeside, crossing a scenic bridge, and exploring the in-house museum. Onboard the train, they sang songs together, creating a joyful atmosphere as they rode through the Sherbrooke Forest.

The train trip was made possible through Regis Homes' Residents' Choice program. Residents proposed their preferred trips, and Puffing Billy emerged as a popular choice. Regis made it a reality.

City sightseeing along the Yarra

More than 40 Residents and employees from Regis Cranbourne, Regis Brighton, Regis Sandringham, and Regis Dandenong embarked on a picturesque cruise down the Yarra River in Melbourne.

The two-hour river boat ride showcased the very best of Melbourne, with the CBD's skyscrapers, Southgate Arts and Leisure Precinct, Crown, Bolte Bridge, Polly Woodside, Westgate Bridge, and the River Gardens all on display.

The day also marked a special occasion as one of the residents, Maria Bergin, celebrated her 84th birthday on board. Everyone joined in singing Happy Birthday to her, and even the captain of the boat joined in the celebration.

The boat ride provided an opportunity for residents and employees to bond and share their love for Melbourne. It was also a reminder of the importance of community and connection.

The day on the Yarra River was one filled with sunshine, laughter, and plenty of photos. It was a day that will be remembered by everyone who attended, and it is an experience that will be cherished for years to come. It is a testament to the power of community and the importance of taking the time to enjoy the little moments in life.

Historic village takes residents back in time

Residents from Regis Kuluin enjoyed a nostalgic day out at the Historical Village in Caboolture, Queensland.

This popular tourist destination has more than 70 buildings and 110,000 museum pieces.

The visitors explored a street decorated with an old era post office, barber, butcher, and general store, as well as exhibits from the Queensland Prison's Museum and the old Caboolture Hospital.

The Village also features cottages, the old Caboolture Railway Station, and a Maritime Museum exhibit on ships from the First Fleet.

The Regis residents had a lovely time exploring the past as they came across fascinating stories and many items capturing the area's rich history.

Some reminisced about their connections to the land as the Village focusses on the area's agricultural past and a time when self-sufficiency was the backbone of rural life.

Many of the items exhibited from that time had the residents reminiscing about their childhoods and clearly enjoying memories from their youth.

After lunch residents bade farewell to the Village and its dedicated volunteers, they carried with them a renewed appreciation for the past and a deeper understanding of their own lives.



I love living at Regis and I've made some really good friends.

Kay
Resident

My role as an Assistant in Nursing allows me to interact with the residents and get to know them.

Amber
Assistant in Nursing



Our Strategy. Positive People and Practice

Workforce Strategy

Regis goes to every length to find and keep the best people

This year, we have prioritised initiatives to expand our workforce to meet the needs of our residents, clients and employees.

We have also been reviewing our operating model to optimise our workforce and roster designs for the delivery of care minutes in time for the mandatory requirements from 1 October 2023.



Initiatives

<p>1. Operating model</p> <ul style="list-style-type: none"> • Scope of practice review to ensure care minutes optimised <p>2. Workforce planning and utilisation</p> <ul style="list-style-type: none"> • Our people work at the higher end of their qualifications and skills • Increased the hours worked by existing employees 	<p>3. Organisation design:</p> <ul style="list-style-type: none"> • Home leadership structure based on size and complexity • Increase care minutes with existing resources (redefine roles/redeploy existing people) • Further savings in Head Office and operations to reinvest into providing additional care minutes 	<p>4. Workforce retention</p> <ul style="list-style-type: none"> • Better onboarding • Enterprise Agreements • Engagement survey action plan initiatives <p>5. Workforce Strategy enablers</p> <ul style="list-style-type: none"> • Investing in our internal Talent Acquisition capability
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Positive People and Practice

Building on our culture of high performance to drive engagement and retention is a key focus of our Positive People and Practice initiatives at Regis. Together, these initiatives demonstrate our conscious priority to intentionally design an employee experience people choose to be a part of.

We have built a strong employee culture where our people live our values and behaviours every day.

Our Values

- Optimism
- Integrity
- Passion
- Respect

Our Behaviours

- We have a relentless customer focus
- We are transparent and accountable
- We are collaborative
- We all own quality and safety
- We continuously improve

Engagement

To better understand the experience of our employees at work, we partnered with an external company, Best Practice Australia (BPA) to conduct our fifth engagement survey in March 2023. Pleasingly, our engagement score has lifted by 5 basis points since the last survey in March 2021 to reach 59% engagement which saw Regis outperform against six industry benchmarks. Most notably, 67% of engagement survey participants responded favourably to the question “On balance, Regis is a truly great place to work”.

Results have been presented to the Board, Executive and leadership groups across Regis. Each home and work

unit holds focus groups to discuss the results and formulate an action plan for implementation to leverage our areas of strength and further improve our employee offering in areas of opportunity.

Engagement Action Plan

- Tools and Processes to enable our people
- Recognise the achievements of our people in small and big ways
- Grow our leadership capability
- Plan for our workforce needs



Regis Awards

In an online live awards event held in December 2022, we joyfully recognised the outstanding work and commitment of all our dedicated employees, as well as celebrating our colleagues who went above and beyond expectations.

Investment in learning and development framework

In November 2022 we brought 300 leaders together for a virtual leadership day. The day provided an opportunity for leaders to hear from inspiring guest speakers and engage with each other.

In May 2023 we launched our Elevate program for managers who are newly promoted or externally recruited to their leadership role. This one-day program helps new leaders learn about our purpose, strategy, and operating model all while networking with colleagues.

Health and safety

Across Regis the total lost time injuries reduced by 30% when compared to the prior period. As of 30 June 2023, the Lost Time Injury Frequency Rates (LTIFR) were 6.39 compared to the industry benchmark of 24. (For external benchmarking purposes only lost time injuries that become claims are included.)

Internally we include all lost time injuries supported by a certificate of capacity where an employee has lost a shift or more from work. This reduced by 30% against the prior comparative period with a drop from 14.58 to 10.17.

The National Workplace Health and Safety team has membership across all functions and meets monthly to monitor and progress initiatives in workplace health and safety. Each home also has its own committee.

All employees participate in mandatory work-ready programs including manual handling, fire emergency, and infection control. This training continues with monthly toolbox training each with a focus topic for the month.

Our early intervention program in partnership with Cogent was rolled out nationally in November 2022. It is having a positive impact on lost time injuries and return to work with 94% of employees using the program not losing any time from work since the program was launched.

Regis offers the Employee Assistance Program — a free and confidential 24/7 service for all Regis employees and their immediate families. This same support is also available to our residents and their immediate families.

Regis has also implemented a new business resilience framework, inclusive of emergency management and business continuity, with training and new tools such as Emergency Grab Folders rolled out to all homes.

National Safety index

The Work Health and Safety team plays a vital role in supporting the Positive People and Practice Workforce Strategy. Among the team’s initiatives is the Circle of CARE program, symbolised by an acronym

representing four key deliverables:

- Communicate safety to the team.
- Act safely with wellbeing in mind.
- Reduce risks.
- Environment safe, equipment safe and available.

In July 2022 the Circle of CARE Index was introduced to focus leaders on positive lead indicators that promote a safety-conscious culture and reduce injuries, especially lost time injuries and serious incidents. This Index evaluates performance based on seven equally weighted safety measures, including: Lost Time Injuries, Early Intervention, Incident Escalation, Hazard Check, Hazard Reporting, Committee/Training, and Team Talk.

For FY23 the business achieved an impressive national score of 91% surpassing the 86% target.

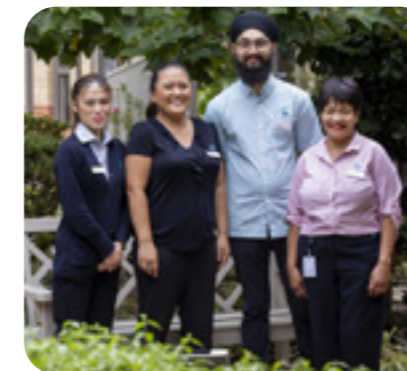
The Circle of CARE program played a key role in Regis’ overall goal of injury reduction. Additionally, the number of lodged claims reduced by an impressive 38.5%. Encouragingly, 31 homes/services had no recorded lost time injuries during the financial year.



Investing in building internal talent acquisition capabilities

Attracting and retaining the workforce to meet the needs of residents, clients and our people has continued to be challenging in a tight labour market. Regis has committed significant funding to evolve and mature our approach to talent acquisition in FY24 by investing in a new recruitment system and adding additional resources in the team.

There are currently many examples of people flourishing and growing their careers throughout the Regis network.



Gender diversity profile

Maintaining a diverse and inclusive workforce ensures Regis people support the delivery of great care for residents and clients to live the life they choose. Regis is proud of our gender balanced representation of men and women in management positions with female incumbents in at least 50% of our top four leadership cohorts by organisational hierarchy.

Indigenous representation

This year, Regis commissioned Charmaine Mumbulla, a Kaurna and Narungga woman from Point Pearce SA to develop a piece of art to symbolise the many experiences and milestones that form part of a person’s life journey as they age.

The circle at the centre represents the person within the Regis Aged Care environment, surrounded by personalised and respectful care. The larger orange U-symbols represent the six key themes of connection, care, optimism, passion, integrity, and respect. Weaving organic lines reflect the natural landscapes of different Countries across Australia where Regis provides care to the community.

This artwork is used in our regular practice of opening meetings with internal and external stakeholders with an Acknowledgement of Country for all the communities where Regis provides care.

Diversity profile

Proportion of females in the whole organisation

As at 30 June 2023, **79%** of the Company’s employees were female

Proportion of females in general manager roles within aged care homes

As at 30 June 2023, **78%** of the Company’s general managers in aged care homes were female

Proportion of females in a regional general manager role within aged care

As at 30 June 2023, **55%** of the Company’s regional general managers in aged care were female

Proportion of females in an Executive role reporting to the CEO

As at 30 June 2023, **45%** of the Company’s Executives were female

Proportion of females on the Board of the Company

As at 30 June 2023, **50%** of the Company’s Board of Directors (including executive directors) were female

Inclusion

We aim to build an environment where our people can bring their whole selves to work. We are focused on building belonging by creating connections that foster productive collegiate relationships.



HIGHLIGHTS



50 employees receiving study assistance.

70

More than 70 courses offered on our learning curriculum.

1,055

1,055 vocational student placements with opportunities for ongoing employment.



First aid and defibrillator training rolled out to 78 Registered Nurses across the country.

100%

100% of key personnel completed their Annual Compliance Declarations.



100% of required employees received their COVID-19 and Flu vaccinations.



10 days of paid domestic violence leave.



Prevention of occupational violence and aggression in place.



Finalised operating model including organisational redesign to refocus resources towards more direct care



Teena caters to residents' needs

Regis takes the development of employees preparing the food every bit as seriously as the food itself. There may be no better example of that commitment than Teena Stasinowsky, Chef Manager at our Regis Home in Gatton, Queensland.

Teena began with Regis almost eight years ago after work experience landed her a job as a Food Service Assistant. She then picked up a cooking shift whenever one became available. She worked as a cleaner every second weekend for extra shifts, all while balancing her home duties. By the end of 2019 Teena was getting more cooking shifts and her dedication led her to pursue her passion for cooking. Teena was selected to participate in the Certificate 3 in Cookery program – a collaboration between Regis and a training school. Teena started the course early in 2021, completed it in 2022, and celebrated her graduation in May that year.

She worked hard to land the chef manager's job three years ago and it's Teena's determination and dedication that continue to deliver success.

Dr Suzanne Kapp is an expert on wound prevention

Dr Suzanne Kapp has been appointed as the National Manager for Wound Prevention and Management at Regis. Suzanne brings a deep understanding of acute, community, and residential aged care environments, arising from 23 years of clinical nursing and research practice.

Suzanne has worked as a Wound Management Clinical Nurse Consultant in aged care for two decades. At the same time she has completed research into the best ways to prevent and manage wounds such as pressure injuries (bed sores) and leg ulcers.

Suzanne's qualifications speak to her expertise and dedication in the field. She holds a Masters of Nursing Science and a Doctor of Philosophy. Suzanne has an extensive portfolio of presented and published works.

Prior to assuming the role at Regis, Suzanne conducted several important research studies in collaboration with Regis. She now holds the position of Honorary Clinical Associate Professor in the Department of Nursing at the University of Melbourne. Through this association she can support Regis through the integration of evidence based practice initiatives that will result in tangible and sustainable outcomes for employees and residents.

In her new role as the National Manager for Wound Prevention and Management, Suzanne has assumed a pivotal position in Regis services. She is already providing leadership, advocacy, and oversight to optimise skin integrity. This includes enhancing pressure injury prevention measures and implementing effective wound management programs across the organisation.

At an operational level, Suzanne is sharing her expert advice and experiences with various Regis teams, helping to ensure the delivery of personal, safe, and integrated care in alignment with the Regis Culture of Care. As part of the clinical and care practice team Suzanne is responsible for empowering and enhancing the capabilities of our nursing and carer workforce.

As the company's subject matter expert in wound prevention and management, Suzanne is championing high-quality practices. She is spearheading the implementation of strategies to mitigate risks, further cementing Regis as a leader in the provision of aged care services.

We extend a warm welcome to Suzanne as she embarks on this important role. Her wealth of knowledge and dedication is already contributing to the continued success of Regis in providing exceptional care and support to our residents and employees.



Aamir lands his a job

Aamir Chauhan began his time at Regis as a cleaner in the Armadale home in 2019. He also took on other roles but what he really wanted was to land a job in IT at Regis' Head Office. He used persistence and determination and his education in a Bachelor of Networking from Melbourne Institute of Technology which he received in 2018 and in 2021 managed to secure an interview. He clearly impressed and was offered a role in the IT team.

Aamir has now been in his dream job for more than 18 months and his efforts have been recognised by people throughout Regis, including CEO Dr Linda Mellors. He is extremely grateful and appreciative of all the helpful advice and support he gets from his colleagues.

National defibrillator rollout

In order to ensure Regis teams have ready access to lifesaving equipment for our employees, residents, families and visitors, defibrillators were provided to our Regis homes and retirement villages this year.

Following a pilot study carried out at Regis Brighton to prepare for the national defibrillator rollout, a communications and training program was designed and made available for Registered and Enrolled Nurses.

Homes now have the defibrillators available for use and employees have been instructed via training videos.

Research shows defibrillation within the first few minutes of having a sudden cardiac arrest increases the chance of survival to more than 70%. The defibrillators are available for anyone to use, including employees and visitors, in the event they witness a person going into cardiac arrest.

Kindness is the key

Small acts of kindness offer their own rewards

The Kindest Home Award was launched as part of safety month in October with homes encouraged to extend Regis' Circle of Care and form circles of kindness.

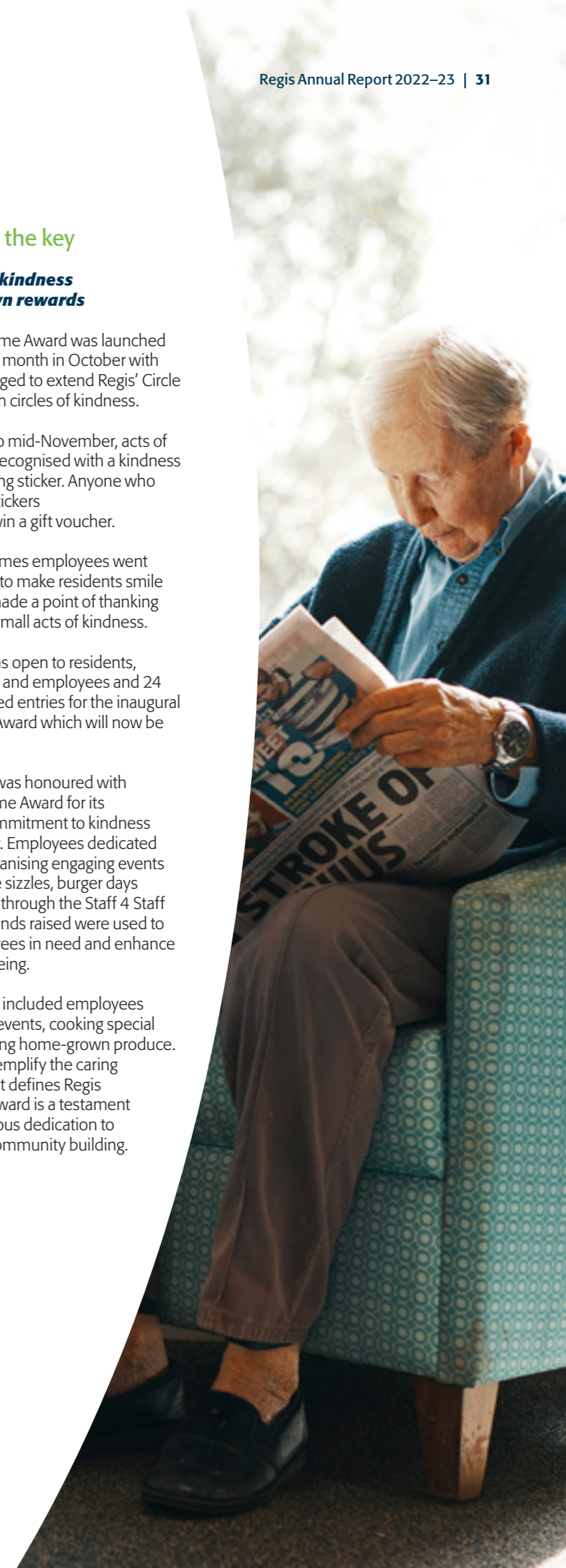
From October to mid-November, acts of kindness were recognised with a kindness card and a smiling sticker. Anyone who collected four stickers was eligible to win a gift voucher.

Across Regis homes employees went out of their way to make residents smile and residents made a point of thanking employees for small acts of kindness.

The initiative was open to residents, visitors, families and employees and 24 homes submitted entries for the inaugural Kindest Home Award which will now be held annually.

Regis Bunbury was honoured with the Kindest Home Award for its outstanding commitment to kindness and community. Employees dedicated their time to organising engaging events such as sausage sizzles, burger days and fundraisers through the Staff 4 Staff program. The funds raised were used to support employees in need and enhance collective wellbeing.

Other initiatives included employees dressing up for events, cooking special meals and sharing home-grown produce. Their efforts exemplify the caring atmosphere that defines Regis Bunbury. This award is a testament to their continuous dedication to kindness and community building.



Our Strategy. Ensuring our Future

Aged Care Data Compare to put quality benchmarking to the test

The next phase in the Digital Health Cooperative Research Centre's (DHCRC) flagship Aged Care Data Compare (ACDC) project is now underway with Regis being the industry partner for this groundbreaking work. This project, for which Regis will be contributing a \$300k+ investment, will trial a prototype aged care quality indicator application and evaluate its effectiveness as a benchmarking and reporting solution for the residential aged care sector.

ACDC built the foundations for the creation and reporting of quality measures in aged care and was recognised in the Royal Commission into Aged Care Quality and Safety as an exemplar of the innovation required for aged care sector.

ACDC Plus will take the process a step further. In partnership with Regis' clinical information system provider AutumnCare, the project will enable the extraction of data directly from this system to support the calculation of evidence-based quality indicators.

As the industry partner, Regis will have a lead advantage in the real-time reporting of benchmarked quality indicator data via a state-of-the-art analytics platform that is directly available to our employees delivering care. This will result in improved resident care as the system will be able to direct where adjustments are required to improve care outcomes.

The ACDC Plus project is also trialling the data and analytics platform developed by the Centre for Health Services Research at the University of Queensland where the project is hosted. The implementation of quality benchmarking will be a catalyst for providers, their employees and their residents. Regis and the project collaborators can now put those developments into practice with an initial industry trial.

This project uses contemporary digital standards to help care employees and providers capture and report the data required to generate quality indicators that are relevant and reliable. It will also help demonstrate the benefit of data standardisation and sharing in Australian residential aged care.

The Commonwealth Scientific & Industrial Research Organisation's (CSIRO) Australian e-Health Research Centre (AEHRC) and its affiliates, as well as the Queensland Cyber Infrastructure Foundation will also provide technical support on the project. AEHRC will bring invaluable subject matter expertise, affording the opportunity for skills transfer to the technical teams at Regis and AutumnCare.

The project will run for two years with regular updates to be delivered to the aged care sector, industry and government.

AutumnCare clinical management upgrade

Streamlining administration allows more time for care

Regis' clinical management system has undergone a major upgrade making new best practice tools available and improved workflows that assist the delivery of care. A technical upgrade to the AutumnCare system was followed by a forms upgrade.

The upgrade improves clinical processes, creates efficiency and aligns to national standards. Many clinical administrative functions have also improved including, dietary needs, lifestyle, clinical, catering and assessment tools. It is now easier for employees to monitor weight changes and fluid intake.

New handover arrangements allow users faster access via information tabs, improved search and grouping capabilities and many paper-based forms have been eliminated. Overall, the upgrade streamlines and refines Regis' administration allowing employees more time to focus residents' care.





New Electronic Medication Management System

Regis has implemented a new Electronic Medication Management System (EMMS) which replaces a paper-based system.

Our new digital system (EMMS) provides a more enhanced user experience for our employees who deliver care and support and a safe, tailored, and modern experience for our residents. It also aligns with Regis' digital vision and our culture of clinical care.

The benefits include better accuracy and visibility of medication and improved access to residents' full medication histories. The new EMMS also allows time to be given back to resident care.

Using technology to reduce falls

Regis is undertaking a pilot exploring the use of nearable and wearable technology to help mitigate the risk of residents incurring falls. The study is underpinned by rigorous assessment of the clinical issues together with an assessment of various technology solutions.

Clinical studies show an increased chance of falls among older people. Falls are a serious concern for older people and are the leading cause of injury-related hospitalisation and death in Australia. In an aged care setting falls represent one of the largest causes of preventable harm.

Research and accompanying technology to predict and prevent falls in older people can reduce the number of falls, fall-related injuries and improve the wellbeing of our residents.

Integrating a Machine Learning Driven Prediction and Prevention platform into the workflow of a clinical setting, such as a residential aged care home, can reduce the stress for families and employees associated with falls and reduce the financial burden for organisations and society broadly.

Falls, together with changes to gait and postural control can trigger an alert to the caregivers, highlighting that the resident is at risk of falling and immediate steps can then be taken to improve the situation.

The study aims to investigate the use of this innovative technology at our homes and the steps to embed the system into clinical workflows to enable Regis to respond faster when a fall is likely to occur or has occurred. If the pilot is successful, further work will need to occur to consider this technology's broader implementation and potential refinements to ensure its seamless integration into our care processes.

Social media

Regis takes communication to the digital age

Social media has become an integral part of our lives. Regis has been successfully maintaining a strong presence on Facebook, LinkedIn, and Instagram to consistently engage and inform our audience.

Through our Facebook page we connect with our audience of residents, clients, families and employees on a personal level. We share heart-warming stories and informative updates and actively respond to comments and messages, providing prompt and helpful assistance.

Our team strives to showcase our commitment to providing exceptional care for the elderly, generating positive sentiment and reinforcing our reputation as a trusted aged care provider.

On LinkedIn, Regis stands out as a leading voice in the aged care industry. Our presence on this professional networking platform allows us to engage with industry experts, potential employees, and other stakeholders.

Through carefully curated images and videos, our Instagram account conveys the essence of our homes, the warmth of our employees, and the joy experienced by our residents. We also utilise Instagram's features such as Reels to provide valuable information and resident stories.

At Regis, our social media channels are instrumental in forging meaningful connections, informing the community, and reinforcing our position as a leading aged care provider.

Embracing innovation for unparalleled connectivity

Our commitment to providing exceptional services and cutting-edge systems is the foundation of our success. We recognise that in today's digital age, internet access is not just a convenience but a vital component of enhancing the lives of our residents. This year, we have achieved a milestone in our pursuit of technological advancement. Every Regis home now boasts a dedicated and expandable 1 Gigabit fibre-to-premises internet connection, ushering in a new era of unparalleled connectivity. This infrastructure upgrade enables the seamless deployment of whole-home wireless internet networks, ensuring that our residents have access to the best Wi-Fi connection in the market. The technology not only improves connectivity for residents but also improves the ability for our employees to use technology to care for our residents, in an efficient and simplified way.

This substantial increase empowers them to fully engage with the digital world and explore a plethora of online opportunities.

We have engineered our network to provide 100% home-wide coverage. From the moment our residents step through the entrance, right up to their beds, they can enjoy uninterrupted connectivity, enabling them to effortlessly stream their favourite TV programs, movies, and music. Video calls with loved ones are now a buffer-free and immersive experience, enabling meaningful connections and fostering strong relationships. Our residents can access telehealth and video health services without the need to travel, ensuring easy and convenient access to medical care.

Regis embraces the value of preserving cherished memories. With our robust internet infrastructure, our residents can securely back up their precious photos and videos to social media platforms or cloud storage, safeguarding for generations to come.

In addition to empowering our residents, the introduction of enterprise-grade Wi-Fi has unlocked new opportunities for our lifestyle teams. By facilitating visiting virtual tours, we provide our residents with unique and exciting experiences, transporting them to different destinations without ever leaving their rooms.

As we move forward, our vision remains clear — to continually enhance the lives of our residents and their families by harnessing the power of connectivity and to improve the user experience for our employees to deliver the best care.

Regis refurbishments

Regis is committed to ensure the quality and compliance of its assets are maintained. In FY23, Regis continued the Portfolio Upgrade Program. The projects are targeted at improving resident amenity, increasing occupancy, obtaining work flow efficiencies and maintaining our assets to a high standard.

New home underway in leafy Camberwell

Construction work is well underway on the new Regis Camberwell Aged Care Home.

The new residence on Quinton Road Camberwell, will bring 112 new rooms into the Regis aged care portfolio.

Regis Camberwell will include a standard mix of bedrooms and suites as well as facilities like a day spa, hairdresser, private dining rooms, elevated terraces and a number of courtyards designed to maximise the views across the nearby creeks and parkland.

Regis Camberwell remains on track to open H2 FY25 .

New Camberwell Head Office

In February 2023 Regis Head Office was relocated to new premises on Camberwell Road, Camberwell.

Our former premises in Armadale had become increasingly challenging with independent business units operating out of five tenancies across three levels.

The new premises caters more appropriately to the needs of Head Office employees and aligns with new best practice workplace norms and expectations.

Teams now work from one floor eliminating barriers and encouraging employee interaction. The new arrangement has improved learning and problem-solving outcomes.

Regis Head Office now provides improved flexible working arrangements including hot-desks and touch-points. We have improved meeting room facilities as well as better training spaces including a large, dedicated training room.



Regis research

In our Research Strategy 2022 – A Three-Year Plan, we not only prioritise the role of research and clinical trials but also confirm our commitment to our residents and clients to stay at the forefront of the aged care sector continuously seeking innovative ways to enhance the wellbeing of those we care for.

By leveraging Regis’ scale and breadth we aim to lead sector reform and operational sustainability through research and partnerships. These efforts aim to enhance treatments, services, technologies and activities across residential aged care, home care, and retirement living.

Our aim is to not only to meet the evolving needs of our residents but also to proactively shape the future of aged care.

Current and ongoing research projects

Project information	Project summary/Status
<p>Project title General Practitioner (GP) Models of Care in residential Aged Care</p> <p>Partners University of New South Wales</p>	<p>Start date: May 2023</p> <p>This research aligns with the Royal Commission’s recommendation (#56) to trial and implement a voluntary primary aged care model for recipients of aged care services. The study aims to identify and compare various general practice models, supplying recommendations on promising approaches for potential future studies involving general practices, aged care providers, consumers, and families. Data collection includes online surveys of residential aged care home employees and semi-structured interviews with aged care residents and family carers.</p>
<p>Project title Optimising Health Information Exchange During Aged Care Transfers</p> <p>Partners Monash University</p>	<p>Start date: May 2022</p> <p>This project aims to create and test a digital health solution for summarising and sharing critical data during medical transfers of residents from residential aged care to acute/emergency departments. The essential data sets include usual function, medical flags, and Advanced Care Plans.</p> <p>Anticipated outcomes:</p> <ul style="list-style-type: none"> Reduced avoidable hospitalisations. Improved residents’ healthcare experience. Enhanced primary healthcare data linkages, potentially integrating with MyHealthRecord in the future.
<p>Project title Improving Palliative and End of Life Care for RACF by Embedding Specialty Knowledge in Hospital In-reach Programs (ARIIA Grant)</p> <p>Partners Monash Health</p>	<p>Start date: May 2023</p> <p>This project aims to enhance end-of-life care in Residential Aged Care Facilities (RACF) by embedding a specialist palliative care nurse within hospital residential in-reach (RIR) and hospital in the home (HITH) teams. The nurse will serve as a resource on the hospital side of care and promote a palliative care approach from within RIR/HITH.</p> <p>Monash Health will collaborate directly with Regis Cranbourne and Regis Dandenong North, as these homes fall within the Monash Health catchment area. The project complements the recently concluded ELDAC project, disseminating and implementing its learning outcomes across all Regis homes.</p>

Current and ongoing research projects continued

Project information	Project summary/Status
<p>Project title IDC-IMPROVE The co-design, implementation and evaluation of a care bundle to improve indwelling catheter care (IDC) in residential aged care homes (MRFF Grant)</p> <p>Partners University of Melbourne National Ageing Research Institute (NARI)</p>	<p>Start date: May 2023</p> <p>This project addresses a critical healthcare issue related to adequate support for individuals with long-term indwelling catheters living in residential aged care homes across Australia. Long-term catheter use leads to high morbidity and increases demands on emergency services. The study aims to empower the aged care workforce to better address the needs of residents with catheters, ultimately reducing associated problems.</p> <p>Specific goals:</p> <ol style="list-style-type: none"> Co-design an evidence-based, tailored catheter care bundle along with an implementation strategy. Conduct a multi-centre, facility-level cluster randomised controlled trial, alongside a parallel mixed-methods process evaluation, to assess the feasibility and impact of the care bundle.
<p>Project title An Audiovisual Intervention for Agitation in Dementia</p> <p>Partners University of Tasmania Hush Foundation</p>	<p>Start date: October 2022</p> <p>This project aims to develop an audiovisual intervention in collaboration with the Hush Foundation as a non-pharmacological approach to address agitation in individuals with dementia. By using this intervention, the researchers aim to improve the quality of life for people with dementia and their caregivers.</p>
<p>Project title IMpleMenting Effective infection prevention and control in ReSidential aged carE (IMMERSE) Project</p> <p>Partners University of New South Wales (Sydney)</p>	<p>Start date: July 2022</p> <p>The IMMERSE Project focuses on improving infection prevention and control in aged care homes, specifically targeting respiratory and gastroenteritis (norovirus) infections.</p> <p>Goals include:</p> <ul style="list-style-type: none"> Identifying gaps and barriers in current infection prevention and control practices in aged care homes. Collaborating with aged care home employees, residents, and families to develop effective solutions to overcome these gaps. Through the IMMERSE Project, the University of New South Wales aims to improve infection prevention and control, ultimately enhancing the safety and wellbeing of aged care residents.
<p>Project title Remote Wound Care Project</p> <p>Partners University of Melbourne</p>	<p>Start date: February 2022</p> <p>Completed: April 2023 (awaiting publication)</p> <p>This project aimed to improve wound care management in Regis homes across Victoria using remote expert consultations. The intervention involved regular video conferencing consultations between residents, family members, nurses, personal care workers, and an expert wound nurse.</p>

Completed projects

Project information	Project summary/Status
<p>Project title Remote Wound Care Project</p> <p>Partners University of Melbourne</p>	<p>Notable outcomes:</p> <ul style="list-style-type: none"> • Apart from one, 94% of residents at very high risk of pressure injury development at the start of the project remained pressure injury-free during the study. • 76% of residents with pressure injuries at the beginning of the project experienced healing during the study. • The project’s findings are currently awaiting publication, demonstrating promising results in enhancing wound care management for aged care residents in Regis homes.
<p>Project title End of Life Direction for Aged Care (ELDAC)</p> <p>Partners University of Tasmania Hush Foundation</p>	<p>Start date: October 2022</p> <p>This project aims to develop an audiovisual intervention in collaboration with the Hush Foundation as a non-pharmacological approach to address agitation in individuals with dementia. By using this intervention, the researchers aim to improve the quality of life for people with dementia and their caregivers.</p> <p>Key outcomes:</p> <ul style="list-style-type: none"> • Increased completion rates of Advanced Care Plans. • Enhanced staff education leading to better resident care. • Developed partnerships with community palliative care services. • Earlier identification of clinical decline. • Established Palliative Care Champion role. • Enhanced support for residents and families. • Introduction of Palliative Care Needs Rounds for monthly triage meeting.
<p>Project title IMpleMenting Effective infection prevention and control in ReSidential aged carE (IMMERSE) Project</p> <p>Partners University of New South Wales (Sydney)</p>	<p>Start date: July 2022</p> <p>The IMMERSE Project focuses on improving infection prevention and control in aged care homes, specifically targeting respiratory and gastroenteritis (norovirus) infections.</p> <p>Goals include:</p> <ul style="list-style-type: none"> • Identifying gaps and barriers in current infection prevention and control practices in aged care homes. • Collaborating with aged care home employees, residents, and families to develop effective solutions to overcome these gaps. • Through the IMMERSE Project, the University of New South Wales aims to improve infection prevention and control, ultimately enhancing the safety and wellbeing of aged care residents.

Completed projects continued

Project information	Project summary/Status
<p>Project title IMpleMenting Effective infection prevention and control in ReSidential aged carE (IMMERSE) Project</p> <p>Partners University of New South Wales (Sydney)</p>	<p>Start date: March 2022</p> <p>Concluded: October 2022 (awaiting national implementation proposal)</p> <p>The ELDAC Linkages Program aimed to enhance palliative care and advanced care planning in aged care for older Australians. Regis participated in the three-year initiative at residential aged care Homes in Caboolture, Macleod, Fawkner, and Bunbury.</p> <p>Key outcomes:</p> <ul style="list-style-type: none"> • Improved completion rates of Advanced Care Plans. • Targeted employee education resulting in improved knowledge and resident care. • Formal connections established with community palliative care services. • Earlier identification of clinical deterioration. • Implementation of a Palliative Care Champion role. • Enhanced support for residents and their families. • Introduction of Palliative Care Needs Rounds (monthly triage meetings). <p>The implementation proposal for all Regis homes is currently being drafted. The project’s findings highlight positive results, demonstrating the program’s potential to improve end-of-life care for older Australians in aged care settings.</p>
<p>Project title BEFRIENDAS Study</p> <p>Partners National Ageing Research Institute (NARI) National Health and Medical Research Council (NHMRC) Beyond Blue</p>	<p>Start date: October 2022</p> <p>Concluded: May 2023 (awaiting publication)</p> <p>The BEFRIENDAS study was led by NARI in partnership with NHMRC and Beyond Blue. This randomised controlled trial examined the effects of befriending, delivered by trained volunteers, on alleviating depression and anxiety symptoms, improving social support, and reducing loneliness among residents in residential aged care facilities. Seven Regis Homes (Port Stephens, Brighton, Frankston, Dandenong North, Nedlands, North Fremantle, Weston) participated in the project. Residents who were ineligible or uninterested in the study but still desired a visitor were referred to the Community Visitors Scheme. The study’s results are awaiting publication.</p>

Best quality palliative care choices

Innovative options offer the key to comfort

Regis is committed to providing best quality palliative care options that meet individual choices, goals, and preferences. Our dedicated lifestyle team and clinical teams play an important role in providing emotional, psychological, and spiritual support. Palliative care helps people with life limiting illness be as comfortable as possible by managing any symptoms they might have. This can be anything from pain to fatigue, or even feelings of anxiety or depression. The goal is to deliver the best possible quality of life, no matter how long that life may be.

Regis has collaborated with PEPA (Program of Experience in the Palliative Approach) on a national level to provide education and training for care employees.

Regis is also participating in the ELDAC (End of Life Directions for Aged Care) — Linkages Program, a facilitated palliative care and advance care planning package that aims to improve the quality of end-of-life care for all older Australians receiving aged care.

Our homes have made remarkable efforts to enhance the quality of palliative care and improve the experiences of their residents. One such example is Regis Caboolture in Queensland, where Maddi Rochford-Hayes, a Palliative Care Champion and Registered Nurse, has

taken proactive measures to provide the highest standard of care. These initiatives include employee education on palliative care, implementation of specialised equipment and resources, consultations for Advance Care Plans, and organising information sessions for residents, their families and employees.

Regis Fawkner in Victoria has focused on enhancing employee practices and education to ensure a high standard of palliative care. Their efforts and accomplishments can shed light on the various aspects of palliative care provision that contribute to the overall quality of care. The outcomes of the implemented initiatives include bolstered employee knowledge and a readiness to provide palliative

care to residents. An environment of collaboration and support has been fostered to aid the improvement of palliative care through initiatives such as Palliative Care Leadership, participation in the PEPA Reverse program and implementation of best practice tools.

In Queensland, Regis Sippy Downs has partnered with a local palliative care specialist service, SPACE, to improve palliative care outcomes. The implementation of Palliative Care Needs Rounds has proven highly beneficial in providing personalised care. The Needs Rounds are hour-long monthly meetings that focus on residents who are most in need of specialist palliative care services.

With dedicated lifestyle teams, Regis facilitates connections with community supports, catering to the diverse individual needs of residents. In many homes, the provision of Esprit Café creates a safe space for open discussions and sharing of thoughts and feelings surrounding death and dying.

Study to find alternative solutions for IDCs

Searching for new solutions for a painful problem

International research estimates up to 8% cent of people living in aged care homes have been fitted with a long-term indwelling urinary catheter (IDC). The catheters provide clear benefits, but long-term use can cause complications.

Problems associated with IDCs often require antibiotics and can result in the need for emergency transfer to hospital. The new study involving medical researchers from university and medical institutions across the world hopes to develop a safer alternative in the form of a fit-for-purpose catheter care bundle for carers in aged care.

The research addresses a significant gap in current services across Australia for people with long term IDCs in residential aged care homes and hopes to drive a transformational shift in practice. The collaboration will strengthen the capacity for research, innovation and knowledge exchange within the aged care sector.

Preventing and healing pressure injuries together — the Remote Repair Project

This project assessed a remote expert wound nurse consultation program for the prevention and management of PIs (bed sores). The Department of Nursing at the University of Melbourne conducted the project (funded by the Victorian Medical Research Acceleration Fund, \$378,000). Dr Suzanne Kapp led the project prior to commencing her role as National Manager Wound Prevention and Management at Regis in May. “My move to Regis was prompted by a strong desire to make a positive difference in the lives of people who live in residential aged care and who have or are at risk of wounds. I’m really enthusiastic about the role of nurses in wound care and so is Regis. We share the same values and that’s very important to me.”

In addition to Regis, other collaborations included clinical, industry and research partners.

Residents, family members and nurses met with an expert wound nurse via videoconferencing. The consultations focused on the resident and their risk of PI development; assessment of any existing PIs; developing care plans with the resident, family members and home employees; and providing education and support to those present. The consultations were delivered by expert wound nurses who were employed by Regis.

The research aspects of the project included determining the feasibility of the program (could it work). The acceptability of the program was considered (did residents, family and employees like it). The fidelity of the program was also appraised (could it be delivered as intended). Following this, a trial was completed.

Nine Regis homes across Victoria participated and 77 Regis nurses were trained. Sixty-five residents were involved (49 who had PIs and 16 who were at very high risk of developing a PI).

98% of residents who were involved in the remote expert wound nurses consultations for the full project period received the intended number of consultations. The expert wound nurses

conducted 230 consultations in total. A registered and/or enrolled nurse was in attendance on every occasion except in the case of one resident (who chose to participate alone).

94% of the residents who were at very high risk of developing a PI (all except one) remained PI free during their time in the project. Among the residents who had PIs and who were involved in the remote wound nurses consultations for the full project period, 76% were healed at the of their time in the project.

The project provided opportunity for Regis to trial a digital wound imaging and measurement system. The system automatically calculated wound size and rate of healing over time. PI images were also analysed by biomechanical engineers to inform development of an artificial intelligence system to support (in the future) decisions about wound treatment.

Regis residents, nurses and family members provided valuable feedback about the project through surveys and interviews.

The remote expert wound nurse consultation program offered many benefits to Regis residents, family and employees. There were also many learnings about how best to implement the program. The Remote Repair Project has been received as important in the wider community and at the same time has showcased the commitment of Regis to excellence in wound prevention and management.



I love caring for older people. I enjoy my work.

Parminder
Assistant in Nursing

I can't find fault with anything. So glad my husband moved here.

Rita
Resident



Leading in clinical governance

Clinical governance refers to the systems, structures and processes that we have established at Regis to monitor and support safe, quality care and great clinical outcomes for our residents and clients. Everyone at Regis has an important role to play in clinical governance – consumers, our workforce, visiting health care partners, managers, Executives and members of our governing body. In the complex environment that exists in aged care, clinical governance is vital as it helps us to know where we are doing well, and conversely, where we may need to improve.

Clinical governance has recently come under focus across the industry. As aged care reforms require providers to have a mandated set of clinical governance requirements in place by 1 December 2023, Regis has had a mature framework in place for many years now. In a recent review conducted by Ansvr in February 2023, Regis was assessed at being “at the high end”. Whilst we are of course extremely pleased with this result, we continue to strengthen and enhance what we do.

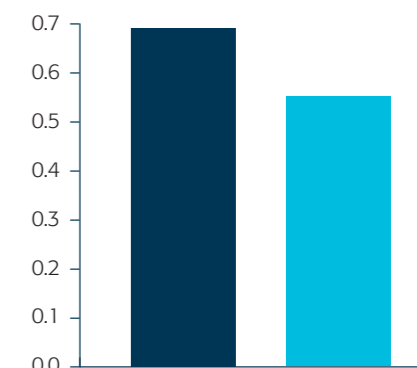
Here are some of the clinical governance areas we have focused on over the past 12 months.

New feedback system rolled out

In September 2022, we implemented a new module into our electronic incident system, called RISC-Net, to now capture consumer feedback – whether this feedback is a compliment, complaint, concern or opportunity. Available on every desktop within the organisation, the system allows the reporting, review and analysis of consumer feedback in a fast and meaningful way so that employees can be proactive and timely in improving the experience for residents and clients. Where the system has made the greatest impact is in relation to care, as it has reduced the manual and varied paper based systems that were previously in place and created significant efficiencies for our employees.

Regis continues to benchmark well with respect to our external complaints, that is, complaints that are escalated by consumers to the Aged Care Quality and Safety Commission (the Commission). As per the most recent sector performance report (FY23 quarter 3), there were 0.69 Commission complaints per 100 residents across the sector, with Regis’ performance being 20% better at 0.55 Commission complaints per 100 residents for the same time period.

Q3 FY23 External complaints performance
(Complaints per 100 residents)



● Sector ● Regis

Source: Aged Care Quality and Safety Commission Sector performance report January – March 2023

Strengthened consumer partnerships

We want consumers at Regis to have meaningful opportunities to actively engage, and ensure that their perspectives are listened to and valued in all facets of what we do. Over FY23 our Consumer Advisory Council has been going from strength to strength. Three new members were recruited onto the Council, bringing with them new skills and expertise in advocacy areas including mental health, inclusivity and community wellbeing. The Council had many achievements over the year including developing the Regis Family Handbook, co-designing the Regis Consumer Engagement Policy, reviewing signage and posters across our homes and consulting on key strategies, including catering and meal services. The FY24 objective of the Council is to strengthen the resident voice at Regis through the development of a resident story library, and we look forward to providing you with an update on this in next year's report.

Improvement training program released

In FY23 we partnered with Process X to custom design and deliver an improvement fundamentals training program for Regis leaders. The training program was delivered over a two-day intensive workshop followed by six weeks of coaching to support participants with an improvement initiative. The content covered a range of areas including the Plan-Do-Study-Act cycle, 5S and lean, value stream and process mapping, data analysis, voice of the customer and various project management tools and techniques. Twenty Regis leaders attended the inaugural training program in April 2023 and have already used their new found skills to improve many different aspects of what we do – such as improving onboarding for employees to re-designing our nurses station.

Leadership in sector reforms

We have continued to support and provide leadership for all of the sector reforms that were introduced in FY23.

In FY23 Regis was a development lead in a pilot for Monthly Care Statements. This involved designing a care statement that is given to residents on a monthly basis to communicate important aspects of care they have received and any key changes or events that have occurred. The purpose of the care statement is to share quality information with residents and to empower them to be more involved in how their care is delivered. The pilot is in the process of being evaluated with outcomes to shape next steps for the sector.

Star ratings were also introduced in FY23. Star ratings help consumers compare the quality of residential aged care homes and support consumer choice. Each home receives an overall star rating between 1 and 5 stars, with an additional rating against four sub-categories – resident experience, compliance, staffing and quality measures. Regis' star rating performance benchmarks particularly high in the area of compliance with the quality standards.



Infection prevention and control

Infection prevention control continues to be a critical clinical function at Regis and is supported and managed nationally and locally within each of our homes and services. Our Infection Prevention and Control Lead Nurses are embedded in our clinical teams in every home, enabling them to offer practical, hands-on advice and guidance for even the most infectious conditions. Regis understood the significance of this early on even before COVID-19 emerged and created the role of a National Infection Control Manager. This decision allowed us to lay a solid foundation for a robust infection control strategy which would later prove timely and indispensable.

Our National Infection Control Manager is a highly qualified infection control practitioner with extensive experience in the UK and Australia. Her background as one of our home's General Managers prior to assuming the role has provided a deep understanding of the operational realities has proven invaluable, particularly during the unprecedented challenges brought about by the pandemic. With the support of our National Infection Control Manager and the National Infection Control Committee, each Lead Nurse has access to guidance on best practice and assistance to develop good practices within their homes.

COVID-19

In our third year of the global pandemic, Regis continues to experience the effects of COVID outbreaks in our homes and services. However, with our high rates of vaccination among our residents and employees, the early identification of symptoms and the rapid commencement of effective antiviral medications has allowed us to drastically reduce the risk of severe illness and death.

Our homes continue to move towards a return to normal with some additional measures in place to protect our residents. In all our homes, we undertake Rapid Antigen Testing for all employees and visitors, utilising the test kits which we receive each month from the Department of Health and Aged Care. Screening of all people entering our homes is an important step in our surveillance of COVID and allows us to detect cases before a potential outbreak may occur by reducing the risk of infections being inadvertently brought into the home.

Along with providing regular COVID updates, promoting good hand hygiene and respiratory etiquette, we are continuing to work towards the reduction on COVID outbreaks and the promotion of the best health outcomes for our residents.

COVID-19 vaccinations

Regis continues to partner with Company Medical Services (CMS) to ensure that all of our residents and employees are able to access the dose of the COVID-19 vaccine that they are eligible for. Vaccinations are provided at clinics and conducted within our homes and services which help to ensure that residents who wish to be vaccinated can do so.

Influenza vaccinations

All of our residents can choose to receive an influenza vaccine each year, and through a program of vaccination undertaken by CMS, we have provided around 3,000 doses across our homes before the main influenza season.

Influenza vaccination is a requirement for all of our employees and with the assistance of CMS, we ensured that every eligible person working at Regis received a 2023 influenza shot by the end of May.

Other infection control

The Infection Control team nationally and locally and within our homes is responsible for the management of a wide variety of infections outside of COVID-19 and respiratory illnesses. We draw on a wide variety of scientific resources and national and state guidance to assist our homes and services to provide safe and effective care to our residents. We work closely with our regional public health units to manage an infectious outbreak and draw on the resources and support that they offer.





Environmental and social

Regis has cared for older Australians for 30 years. Beginning with 104 residents in regional Victoria, we now care for more than 7,000 people Australia-wide.

Following the profound impacts of the COVID-19 pandemic on the aged and healthcare sectors, the need to ensure the sustainability of high-quality care in Australia has never been more apparent.

This financial year, Regis has focused on extending understanding of what sustainability means for our Company to

prioritise those areas where we are able to have most impact and which best align with our Company values. Our commitment to environmental, social, and corporate governance (ESG) is driven by the Board and Executive Leadership Team, with the Regis Board Property Committee overseeing Regis' ESG program.

Regis partnered with external consultants, the Growth Activists to develop a strategic framework for our ESG program.

This process involved taking a baseline review of our strengths, weaknesses, opportunities and threats, by surveying our performance across governance, workforce, community, supply chain and environment. Key stakeholders were also interviewed to understand what areas our people are passionate about.

Through this process, Regis identified five key pillars for our sustainability program going forward.

Caring for the Environment	Caring for our Local Communities	Caring for our People	Caring for Regis	Caring for Society
We aim to minimise our environmental footprint to preserve and regenerate our shared natural world for future generations	We prioritise putting our local communities first for positive economic impact	We commit to maintaining our Culture of Care for our residents and our clients while extending it to our people, our care partners, our community and our Shareholders	We hold ourselves to the highest standards in behaviour, ethics and operations to continue delivering a prosperous Company	We advocate for systemic improvements and reform in aged care ensuring viable and quality access for now and into the future
  	     	  	    	    

Regis supports the Sustainable Development Goals (SDGs). The United Nations has adopted 17 Sustainable Development Goals by 2030 with “a view to ending all forms of poverty, fighting inequalities and tackling climate change while ensuring that no one is

left behind”. We have identified which of the Sustainable Development Goals are relevant to our key pillars.

We have investigated and considered, and will incorporate elements of sustainability frameworks including SDGs,

Task Force on Climate-related Financial Disclosures (TCFD), Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) as appropriate in our strategy, in preparation for conformance with the International Sustainability Standards Board (ISSB) Standards.

Caring for the environment

Regis is committed to responsibly managing the short and long-term impacts of our operations, including the use of natural resources such as electricity and natural gas and the production of waste.

Regis is one of more than 1,000 businesses that joined the Victorian Government climate change pledge toward two targets by 2050: achieving zero net emissions and keeping global temperature rise to under two degrees. As part of the project, Regis continues with its program of:

- installing solar panels;
- replacing high-energy use lighting with LEDs; and
- educating our employees and community on reducing their environmental impact.

Regis has already committed to a combined 10% energy reduction target by FY24 (against a FY19 baseline).

Case Study

Food waste

Regis undertook a project to work out the best way to redirect our food waste from landfill to a recycled and useful product. This initiative was scoped to reduce greenhouse gas emissions and save money on waste removal.

Regis has partnered with a local Victorian business to conduct a food waste recycling analysis. We are excited to work through a proof of concept to dehydrate organic food waste to be used for energy production or fertiliser. The selected system was chosen because it is low energy, very robust, the recycled product is useful, doesn't produce wastewater (easier to install) and is locally made in regional Victoria.

The data collected will be used to reduce food waste, as well as improve the management of waste.

Metric	FY20*	FY21*	FY22*	FY23*
Energy Consumption (GJ)	260,485	239,491	232,999	212,609
Energy Consumption (Co2-e tonnes)	40,592	35,484	33,688	33,484

Source: Bid Energy. *For consistency and like for like comparison purposes, data maintains base year without adjustment for 'ramp up sites' in the base year FY19. This affects the Port Coogee, Elmore Vale, Nedlands, Woodlands, Lutwyche, Chelmer and Burnside Homes. Regis is reviewing its energy reporting in light of the introduction of the ISSB Standards.

Case Study

Resident garden

Established in 2018, Regis Wynnum's Resident Harvest Garden has provided years of value by supplying produce for meals. The chef manager creatively incorporates the garden's yield into dishes enjoyed by all. Despite COVID-19 challenges, dedicated residents maintained the garden. In October 2022 a rejuvenation project began, yielding success. Using companion planting, chemical-free crops thrived. The garden group continues weekly, striving for an organic, home-grown experience.



Caring for local communities

Regis recognises the impact that our supply chain has on economic and social sustainability.

We have been working to better understand the risks and opportunities in our supply chains since the introduction of the *Modern Slavery Act 2018* (Cth) for which we have published a Modern

Slavery Statement each reporting year. Regis' Board of Directors approved our Modern Slavery Code of Conduct and Modern Slavery Remediation Policy, which have laid a foundation and expectation for the conduct of Regis Group and our suppliers. We implemented a plan to ensure our internal business teams and suppliers were all working towards identifying current and potential risks in their supply chains and, if required, remediating instances of modern slavery in those supply chains.

As part of our community commitment, Regis proactively engages with local producers across Australia to supply our homes with fresh produce. These relationships mean the freshest food possible for our residents while reducing our food miles and carbon footprint.

Caring for society

As an aged care provider, Regis is well placed to have a positive impact in the way that we do business. We are a for purpose Company.

As a leading aged care provider that is proudly Australian owned and operated, Regis recognises the opportunity we have to positively shape the experience of ageing. This is achieved not only through the delivery of high quality care, but is also supported by our reform and advocacy work.

Following the Royal Commission into Aged Care Quality and Safety in 2018, FY22/23 saw the commencement of a raft of reforms for the sector which Regis anticipates will culminate in the introduction of a suite of new aged care legislation in 2024. Regis has actively participated in consultation, advocacy and feedback to the Government on the design and implementation of the reform agenda, to ensure that the

Case Study

Cyber security at Regis

Regis acknowledges the importance of strong cyber security, and the risk that data breaches pose to organisations, their employees and their clients. Regis recruited a Head of Cyber Security, Risk & Compliance to oversee our strong approach to data security.

In the reporting year Regis completed a cyber maturity assessment against key frameworks such as the National Institute of Standards and Technology (NIST), the Australian Cyber Security Centre's (ACSC) guidelines, and the Australian Signals Directorate's (ASD) Essential 8 in order to evaluate our current cyber resilience and maturity, and identify areas of focus to improve our performance. As part of the continued focus on cyber security, our Executive team participated in a crisis management drill, simulating a data breach and mobilisation of our response plan.

reforms contribute to a high quality, sustainable aged care sector. This has included participation in government-led committees and consultation opportunities, written submissions to proposed legislation and participation in industry-based consultation and collaboration. Regis will continue to advocate for appropriate reform to support the sustainability of high-quality aged care services, including the need for appropriate funding and workforce support by the government.

In May 2022, Regis welcomed the creation of the Aged & Community Care Providers Association (ACCPA) as the new peak body to represent aged care providers in Australia. Our Managing Director and CEO, Dr Linda Mellors sits on the Board of ACCPA. Regis is pleased to see ACCPA's impact as the peak body in providing the aged care industry with a unified voice, and encouraging greater collaboration in the sector.



Case Study

Environmental Leadership Award

Now in its fifth year, the Environmental Leadership Award goes to a person or team that demonstrates significant and voluntary contribution to environmental sustainability. Their actions have had a meaningful outcome and enhanced the quality of life for residents, or a project with positive impacts on the environment.

Our 2022 recipient was Norma Crawford from our Regis Port Stephens Home.

Norma looks after the recycling programs at the Home, which involves maintaining the recycling hub. Most significant is how Norma rallies residents to take part and make sustainable choices.

She is also strongly involved with wildlife rescue, which means residents are often fortunate to enjoy visiting animals to the Home, like rescue baby Kookaburra Clive who was released from the activity area at Regis Port Stephens after being rehabilitated – Clive still visits his old friends at Regis Port Stephens with his new Kookaburra family!

Some of our lucky residents also enjoyed an outing to watch the release of a green sea turtle called Elvis, which was featured on Better Homes and Gardens.

Case Study

Shared value

In 2022 Regis became a member of the Shared Value Project. Harvard Business Review defines the concept of Shared Value as

"... policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates. Shared value creation focuses on identifying and expanding the connections between societal and economic progress." The concept rests on the premise that both economic and social progress must be addressed using value principles.

Regis has been working with the Shared Value Project team to continue towards building a Shared Value strategy that delivers on our purpose profitably. Regis has selected its first Shared Value project which will focus on Diversity: Valuing ageing through a cultural (ethnic) lens. Cultural diversity in ageing and how we value ageing has been identified as a material opportunity for Regis. The Shared Value Cultural Diversity Project will focus on delivering positive outcomes for Regis residents, clients and employees as we seek to understand the value that can be created from adopting a deep and authentic approach to cultural diversity across the organisation.

Caring for our people

Regis strives every day to provide personal and respectful care that embraces the experience of ageing. We support those goals with retirement living, residential care, home care, respite care and day therapy programs delivered by our workforce.

Our commitment to excellent care exists at all levels of Regis, overseen by our Board Clinical Governance and Care Committee chaired by Professor Christine Bennett AO and supported by the Regis Care Strategic Quality and Clinical Governance Framework.

Corporate governance

The Regis Board is committed to maximising performance to deliver quality care and services to our residents and clients, generating shareholder value and financial return, and sustaining the growth and success of Regis.

The Board seeks to ensure that Regis is well managed and achieves high quality of care objectives for our residents and clients and provides support and engagement with other stakeholders such as family and friends.

Regis, its Directors and Executives ensure a sound system of corporate governance applies throughout the business to enable Regis to achieve its objectives in accordance with its core values as set out in the Regis Way.

Full details of Regis' compliance with the ASX Corporate Governance Council Principles and Recommendations, 4th edition can be found in the

Regis Healthcare Corporate Governance Statement. This statement is on the company website at <https://www.regis.com.au/investor-information/corporate-governance/>

To view Regis' Board member's full profiles, turn to page 67 in the Directors' Report.

Board of Directors



Graham Hodges
Chairman Independent Non-Executive Director



Prof Christine Bennett AO
Independent Non-Executive Director



Sally Freeman
Independent Non-Executive Director



Dr Linda Mellors
Managing Director and Chief Executive Officer



Bryan Dorman
Non-Executive Director



Ian Roberts
Non-Executive Director

Board skills and experience

The Board has strong experience across key areas through the current mix of Directors.

Leadership and culture



Sustained success at CEO or other Senior Executive leadership level. Experience in developing the right corporate culture to build trust and confidence throughout all levels of the company thereby protecting and enhancing the company's reputation.

Human Resources



Experience in managing people, including the ability to appoint and evaluate the CEO and Senior Executive, and succession planning for key Executives. Familiarity in labour relations, employment legislation, recruitment, compensation, performance reviews and conflict management.

Experience on other Boards



Current or former experience on other Boards, both ASX Listed and non-listed.

Aged/ Healthcare



Experience in the industry, including having an understanding of market drivers, risk and trends including policies, competitors, end users, regulatory policy and framework.

Clinical Governance



Experience in clinical governance, including having a broad understanding of clinical systems, policies and frameworks to ensure safe and effective clinical and personal care.

Public/Government relations



Experience in liaising with government and regulators, and dealing with public and regulatory policy.

Stakeholder Management



Experience in engaging with the community and stakeholders.

Risk and Compliance Management



Setting of risk appetite and building and adapting a company's risk culture. Implementing compliance systems, processes and frameworks. Assessing the effectiveness of senior management, and measurement systems.

Strategy



Reviewing and developing company strategy and overseeing implementation, identification and critical assessment of strategic growth opportunities and threats to the company.

Mergers and acquisitions and capital markets



Reviewing and developing company strategy and overseeing implementation, identification and critical assessment of strategic growth opportunities and threats to the company.

No. of Directors ● Strong skills ● Intermediate skills

Board skills and experience continued

Information technology

Experience using digital platforms to improve service offering and performance.



Listed company governance

Experience with an ASX or other exchange listed corporation subject to similar rigorous governance standards.



Project management

Experience working in an industry with projects involving large-scale capital outlays and long-term investment horizons.



Remuneration

Experience with remuneration frameworks, incentive arrangements and performance assessments. An understanding of the legislative and contractual framework for remuneration.



Accounting and finance

Experience as a Senior Executive or equivalent experience in financial accounting and reporting, corporate finance and internal financial controls.



Building/facilities

Knowledge of legal, planning and market requirements to undertake facility refurbishments, structural changes and maintenance within aged care home and retirement villages.



Property development

Expertise in development feasibility and assessment strategies for optimising value and mitigating risk for development opportunities.



Sustainability/corporate social responsibility

Experience related to sustainability and corporate social responsibility, including climate change and community concerns.



Business development

Experience in substantially growing existing businesses in both existing markets and new markets.



Health and safety

Experience related to workplace Health and Safety.



Marketing and communications

Experience in marketing and communications strategies for consumer markets.



No. of Directors ● Strong skills ● Intermediate skills



Shareholder engagement

The Company is committed to ensuring that Shareholders are kept informed of all major developments affecting the state of affairs of the Company.

In addition to the Company's continuous disclosure obligations, the Company recognises that current and potential investors wish to access information about the Company from time to time. To this end the Company has an active investor relations program managed to facilitate two-way communication with investors.

Under this program the Company communicates information regularly to Shareholders and other stakeholders through a range of forums and publications, including:

- Half year results announcement
- Full year results announcement
- Annual General Meeting (AGM)
- Annual Report
- ASX announcements
- Company's website at [regis.com.au](https://www.regis.com.au)

Shareholders are also able to communicate with Directors and Executives at the Annual General Meeting which is held at a time and format to maximise the opportunity for Shareholders to attend and participate in meetings.

This year Regis will hold a hybrid AGM. This will enable better access for a greater number of Shareholders who may attend and participate in an online or physical meeting.

Board Committees

The Board recognises the importance of an appropriate committee structure to assist the efficient and effective operation of the Board. The Board has established four committees:

- Audit, Risk and Compliance Committee
- People and Remuneration Committee
- Clinical Governance and Care Committee
- Property Committee

Our Board Committees enable Directors with particular skills and expertise to have a primary role in considering specific areas of operations and governance. Committees report on meetings and decisions to the full Board. This provides oversight and opportunity for other Directors to question and test the Committee recommendations.

Each Committee has adopted a formal Board approved Charter that details its role, authority, responsibilities, membership and operations.

Audit, Risk and Compliance Committee

The Committee's key responsibilities and functions are to oversee the Company's:

- financial and other periodic corporate reporting;
- relationship with the external auditor and the external audit function generally;
- relationship with the internal audit function generally;
- internal financial, risk and compliance controls and systems not overseen by other Board committees;
- process of identification and management of financial and non-financial risks not overseen by other Board committees; and
- tax policy, tax risk appetite and the procedures to ensure tax compliance with the policy, including confirmation with external tax advisors.

People and Remuneration Committee

The People function of the Committee assists the Board with:

- employee engagement, talent management and employee relations strategies;
- organisational culture; and
- diversity and inclusion.

The Remuneration function of the Committee assists the Board with:

- succession planning;
- remuneration of the MD/CEO; and
- remuneration of Executives reporting to the MD/CEO.

Clinical Governance and Care Committee

Key responsibilities and functions of the Committee are to:

- provide effective clinical governance and quality improvement policies and frameworks;
- ensure systems and processes are appropriate to deliver safe and effective clinical and personal care services — meeting legislative requirements and ensuring the best outcomes for residents and clients;
- oversee transparent and consistent processes within defined clinical governance structures;
- oversee robust monitoring, audit and quality improvement processes across clinical and personal care services; and
- ensure effective engagement with residents and clients, their representatives and clinical employees regarding the quality of clinical and personal care.

Property Committee

The key responsibilities of the Committee are to:

- provide guidance in relation to strategy and planning for property development and the acquisition and disposal of real estate assets;
- provide guidance to ensure the Company's property development activities create value for Shareholders and are well governed, having regard to time and cost management and delivery of a product which delivers operational and service excellence and meets all legislative requirements; and
- provide oversight and assurance that the Company has design standards in place to ensure new developments are contemporary and fit for purpose.

Values and ethics

Code of Conduct

Regis' Code of Conduct ('the Regis Way') sets out Regis' commitment to acting ethically and with integrity in all our business practices and interactions with the people we serve. It explains the values and expectations of Regis' workers and Directors. The Regis values are:

- Optimism – we are enthusiastic about what we do
- Passion – we make a positive difference every day
- Integrity – we act in a professional and ethical manner at all times
- Respect – we listen, we are polite and treat every person with courtesy.

The Code of Conduct outlines how Regis expects its workers and Directors to behave and conduct business. It includes requirements in relation to legal compliance and guidelines on appropriate ethical standards. All Regis employees (including temporary employees, contractors and Directors) must comply with the Code of Conduct.

Anti-Bribery and Corruption Policy

The Regis Healthcare Board has adopted the Anti-Bribery and Corruption Policy, which supports the Company's commitment to a high level of integrity and ethical standards in all of its business practices. The purpose of the policy is to set clear standards for how all Directors, employees, agents and contractors should behave, to prevent bribery and corruption in Regis' business practice.

Whistleblower reporting

Employees are encouraged to report unlawful or unethical conduct to the Company Secretary or our independent reporting hotline called STOPline. Under the Whistleblower Protection Policy, the Company Secretary reports all protected whistleblower disclosures to the Board.

Feedback and continuous improvement

Regis is committed to providing the best experience for our residents and clients and we welcome feedback from all members of the Regis community. Whether this is feedback about what we are doing well or is in relation to areas or ideas on how we can improve, there are a range of options available for providing feedback. Avenues include providing feedback directly to employees and managers at a home or service, by calling or emailing the Regis Advice team, or by writing to our Head Office. If a member of the Regis community feels there are things that we should know but is more comfortable telling an independent reporting service, they are able to provide feedback through Regis Shareline. Regis Shareline is operated by a third-party provider and can even accept feedback anonymously. There are many ways that feedback information is used to help shape what we do at Regis.

For further information on how you can provide feedback and how this is used to improve what we do, please visit: www.regis.com.au/providing-feedback

Modern Slavery

Regis strongly supports the objectives of the Modern Slavery Act 2018 (Cth). We are committed to acting ethically and with integrity in our business relationships. We comply with and report various statutory obligations, including the assessment, risks, identification and remediation (as required) of all forms of Modern Slavery in our supply chains.

Modern Slavery — in the context of legislation — is any situation of serious exploitation where coercion, threats, abuse of power or deception are used to exploit victims and undermine or deprive them of their freedoms. Examples of Modern Slavery include servitude, forced labour and people trafficking.

A condition of all Regis contracts is that suppliers and service providers adhere to the Modern Slavery Code of Conduct and supply compliance information on request. We continue to monitor our supply chain for Modern Slavery risks. If Modern Slavery is identified, Regis will implement the Modern Slavery Remediation Policy.

Our Modern Slavery Statement can be found on our website: www.regis.com.au/investor-information/corporate-governance



I love to participate in our lifestyle activities. Fitness is important to me and I enjoy my daily walks around the garden.

Raylene
Resident

I love being able to spend time with residents, listening to their individual stories and being able to make a difference in their day.

Catherine
Lifestyle Assistant

Continuous Disclosure Policy

Regis places a high priority on communication with Shareholders and its obligations under the Corporations Act and the ASX Listing Rules. This keeps the market fully informed of any information concerning Regis that is not generally available and that a reasonable person would expect to have a material effect on the price or value of Regis' securities. The Regis Healthcare Board has adopted a Continuous Disclosure Policy that establishes procedures to ensure Directors and senior management are aware of and fulfil their obligations in relation to the timely disclosure of material price-sensitive information.

Dealing in Securities

The Regis Healthcare Policy for Dealing in Securities sets out the types of conduct in dealings in securities that are prohibited under the Corporations Act. It also establishes a best practice procedure for the trading of securities that protects Regis and its Directors and employees against the misuse of unpublished information that could materially affect the value of securities. The policy applies to all Directors, Officers and Senior Executives of Regis Healthcare and its related bodies corporate, other designated employees specified by the Board and connected persons of Directors, Officers, Senior Executives and designated employees.

Executive leadership team



Gregg Funston

Executive General Manager Operations — QLD/NSW/NT

Joining Regis in 2010 in a General Manager's role, Gregg has since held a range of positions including Regional Manager, Operations Manager, National Manager Operations Support, Acting Executive General Manager Operations, Southern Region and Executive General Manager Support Services.

He is an integral part of the Regis team in the provision of high-quality and safe care for all residents, building a strong values-based culture for our employees and the continued positioning of Regis as an innovative leader in the care of older people.

Gregg's qualifications include a Diploma of Business Management. He has more than 25 years of operational, business development and management experience across the hospitality and aged care sectors.



James Theofanis

Executive General Manager Operations — VIC-SA-TAS-WA

Joining Regis in 2009, James has held several positions including National Recruitment Manager, General Manager across several homes, Regional General Manager Victoria, South Australia and Tasmania and most recently Executive General Manager Support Services overseeing several corporate and operations functions including marketing, catering, lifestyle, advice and staffing services. Prior to joining Regis, James worked in recruitment and management in the private sector.

A leader with a genuine interest in his team's success, James' focus is to ensure the teams at our homes have the necessary skills, tools and support to provide outstanding care and services to our residents.

James holds a Bachelor of Business Management degree and brings extensive management and leadership experience to his role.



Michelle Martella

Executive General Manager Support Services

Joining Regis in 2021, Michelle held the role of Regional General Manager Victoria and Tasmania and most recently as the Change Manager Western Australia.

Prior to joining Regis, Michelle has held a range of senior management positions at Barwon Health and the University of Melbourne in the Faculty of Medicine, Dentistry and Health Sciences.

Michelle holds a Masters Health Service Management and is a graduate of Australian Institute Company Directors.



Michael Horwood

Executive General Manager — Property

Michael has more than 25 years' experience in the construction and property development industry, including 15 years in residential aged care and retirement living. Michael joined Regis in July 2010 as General Manager Property. He heads up the property division he is responsible for executing the growth strategy through land acquisition and property development. Michael also oversees Regis' Retirement Living and all property aspects of facilities management across the portfolio. Previously, Michael has held senior positions at Lend Lease Primelife, Stockland, FKP and Tricare.

Michael holds a Masters of Project Management and a Bachelor of Construction Management from the Queensland University of Technology and is a registered builder. Michael is also a member of the Australian Institute of Company Directors.



Filomena Ciavarella

Executive General Manager — Strategy, Quality and Improvement

Filomena commenced with Regis in August 2020.

Filomena has more than 20 years' experience in the health sector, working in various executive management and senior leadership roles, most recently as Executive Director, Strategy, Quality and Improvement at the Royal Children's Hospital.

She has extensive experience in the development and implementation of clinical governance, strategic management, quality management, risk management and improvement frameworks within various health services. These include the Royal Children's Hospital, Peter MacCallum Cancer Centre, Monash Health, Austin Health and Mercy Health.



Melissa McDonald

Executive General Manager — Clinical and Care Practice

Melissa McDonald was appointed as Executive General Manager Clinical and Care Practice in March 2020. Melissa has more than 30 years' experience across clinical, management and executive levels and has worked in private and public hospitals and health services. Melissa has extensive knowledge of contemporary nursing practice and standards and, importantly, has led infection control standards and consumer partnerships in health services. Along with a Bachelor Degree in Health Science, Melissa is a Registered Nurse with a Master in Enterprise and a Professional Certificate in Health Service Management, both from the University of Melbourne. She also has a Graduate Diploma in Business Administration.



Carolyn Noumertzis

Chief People Officer

Carolyn joined Regis in November 2022. As the Chief People Officer, Carolyn oversees all aspects of the employee experience from talent acquisition, through to employee relations, capability development, performance, and reward.

She brings more than 25 years' experience in Human Resources across a wide range of industries including aviation, professional services, retail, manufacturing, and mining. Carolyn is passionate about working with boards, CEOs, and leadership teams to develop positive cultures that create better outcomes for Shareholders, customers, and employees.

Carolyn holds a Bachelor of Economics majoring in Human Resources from LaTrobe University and is a Graduate of the Australian Institute of Company Directors. She is also a mentor with volunteer-based organisation Mentor Walks.



Rick Rostolis

Chief Financial Officer

Rick Rostolis was appointed as Chief Financial Officer in March 2020. Rick has more than 15 years' experience in ASX-listed companies as Chief Financial Officer and Chief Executive Officer with ASX 200 listed technology company SMS Management & Technology Limited. Prior to Regis, Rick was Acting Chief Executive Officer and the Chief Financial Officer with Pro-Pac Packaging Limited.

Rick is chartered accountant and holds a Bachelor of Business, Accountancy degree from the Royal Melbourne Institute of Technology, a Fellow of the Institute of Chartered Accountants in Australia and New Zealand and a graduate of the Australian Institute of Company Directors.



Imtiaz Bhayat

Chief Information Officer

Imtiaz commenced with Regis as CIO in October 2020. He has a 20-year track record in using technology to transform organisations and improve outcomes. As a leader with broad commercial experience in tier 1 consulting, Imtiaz is known for identifying and building high performing teams that deliver great results.

Imtiaz holds a Master of Commerce (University of Sydney), Master of Research (Macquarie University), a Bachelor of Commerce (Western Sydney University), is a Lean Six Sigma Black Belt (project management), a CPA and a graduate of the Australia Institute of Company Directors.

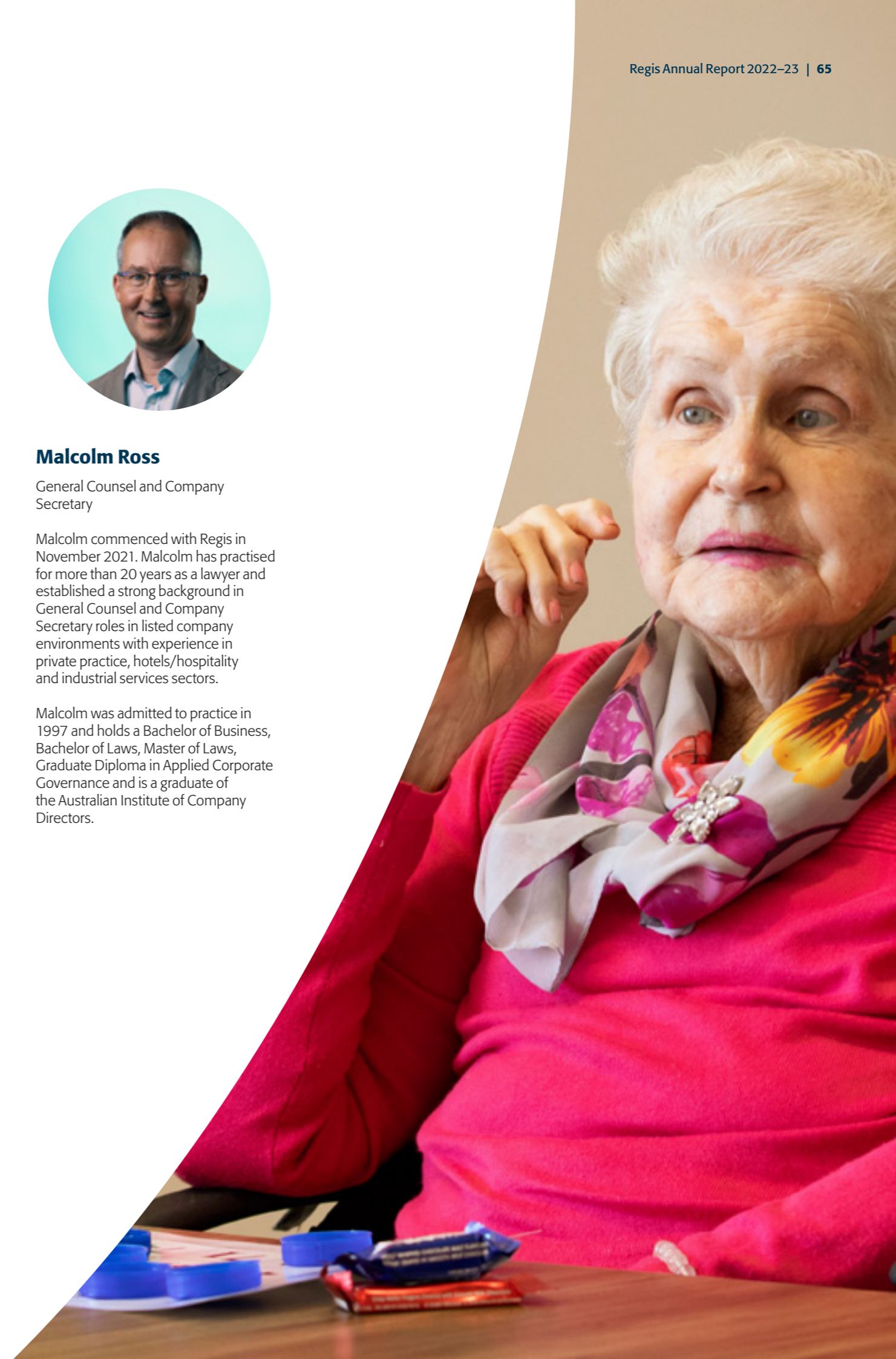


Malcolm Ross

General Counsel and Company Secretary

Malcolm commenced with Regis in November 2021. Malcolm has practised for more than 20 years as a lawyer and established a strong background in General Counsel and Company Secretary roles in listed company environments with experience in private practice, hotels/hospitality and industrial services sectors.

Malcolm was admitted to practice in 1997 and holds a Bachelor of Business, Bachelor of Laws, Master of Laws, Graduate Diploma in Applied Corporate Governance and is a graduate of the Australian Institute of Company Directors.



I love the pamper days and always look forward to the friendly chats with employees.

Joyce
Resident

I enjoy activities where I get to build connections with our residents.

Lynette
Lifestyle Assistant



Directors' Report

Your Directors present their report on Regis Healthcare Limited (the Company) and its controlled entities (the Group) for the year ended 30 June 2023

Board of Directors

The names of Directors (collectively, the Board) in office at any time during or since the end of the financial year are:

Graham Hodges

Chair, Independent Non-Executive Director

Graham has been a Non-Executive Director since August 2017 and was appointed Chair on 1 July 2018. He has extensive international experience in the financial services industry with a career spanning more than 40 years. He commenced his career in Commonwealth Treasury, Canberra, where he worked for approximately 10 years before being seconded to the International Monetary Fund in Washington for several years.

Graham built an executive career at the Australian and New Zealand Banking Group Limited and was formerly the Deputy Chief Executive Officer, ANZ Banking Group Ltd.

Graham is currently a Non-Executive Director of Assemble Communities Pty Ltd and Non-Executive Director of Australia and New Zealand Banking Group Limited and ANZ BH Pty Ltd. He was previously Chair of ANZ SAM Board (Special Assets Management), Esanda, and ANZ Wealth, a Director of AmBank Holdings Berhad and a member of the Australian Government's Aged Care Financing Authority.

Graham holds a Bachelor of Economics (Hons) degree from Monash University.

Special responsibilities:

- Chair of the Board
- Chair of the People and Remuneration Committee
- Member of the Audit, Risk & Compliance Committee

Linda Mellors

Managing Director and Chief Executive Officer

Linda has been Managing Director and Chief Executive Officer since September 2019. Linda has over 20 years of executive experience in health and aged care. Prior to joining Regis, Linda held a range of roles in hospital and health systems predominantly in Victoria, as well as a national aged care service. Linda was also the Co-Chair of the Victorian Metropolitan Hospital Chief Executive group.

Linda is currently a Board Director of Mackillop Family Services and Director of the Australian Aged & Community Care Providers Association (AACPA).

Linda was formerly Chair of the Aged Care Reform Network, Chair of the Aged Care Guild, Chair of the North Eastern Metropolitan Integrated Care Service, Board Member of the Parent Infant Research Institute and Board Director of the South West Melbourne Medicare Local.

Linda has a PhD in cardiac physiology, Bachelor of Science with first class Honours, Bachelor of Arts and is a Graduate of the Australian Institute of Company Directors. She is also a graduate of the Williamson Community Leadership Program, operated by Leadership Victoria.

Christine Bennett AO

Independent Non-Executive Director

Appointed to the Board in March 2018, Christine is a specialist paediatrician with over 30 years' health industry experience in clinical care and governance, strategic planning, executive management, teaching and research. Christine is also Convenor of the Champions of Change Coalition Health Group.

Christine was awarded the title of Emeritus Professor at the University of Notre Dame Australia following her contributions as Deputy Vice Chancellor Enterprise & Partnerships and Dean of Medicine, Sydney for more than 10 years. Christine has previously held executive positions at MBF Limited, Bupa Australia, Westmead Hospital and KPMG, and was formerly Chair of Research Australia and Sydney Children's Hospitals Network, and Non-Executive Director of Digital Health CRC Limited and Telstra Health Board.

From 2008 to 2010, Christine was Chair of the National Health and Hospitals Reform Commission to provide advice on a long-term plan for the future of the Australian health and aged care system. Christine was awarded an Officer of the Order of Australia in recognition of her distinguished service to medicine and health care leadership in 2014. Christine is currently a Patron of Research Australia and Non-Executive Director of Sonic Healthcare Ltd.

Christine holds a Bachelor of Medicine and Bachelor of Surgery from the University of Sydney and a Master of Paediatrics from the University of New South Wales. She is a Fellow of the Royal Australasian College of Physicians and a Graduate of the Australian Institute of Company Directors.

Directors' Report

Christine Bennett AO (continued)

Independent Non-Executive Director

Listed company directorship (last 3 years):

- Sonic Healthcare Ltd (ASX:SHL) (26 September 2022 to present)

Special responsibilities:

- Chair of the Clinical Governance and Care Committee
- Member of the Audit, Risk and Compliance Committee
- Member of the Property Committee

Bryan Dorman

Non-Executive Director

Bryan was a Director of Regis on listing on 7 October 2014. Prior to listing, Bryan had been a Director of Fairway Investment Holdings Pty Ltd¹ since May 2007.

Bryan has considerable experience working in and growing enterprises across a broad range of industry sectors, including residential aged care, manufacturing, property development, asset investment and business services.

Bryan was a Partner in Melbourne accounting firm Rees Partners from 1977 until 2000 and is a qualified accountant.

Bryan is a founding Director and shareholder of Regis. From its commencement in the early 1990s until 2014, Bryan was Chair (and Executive Chair until 2008), during which time he oversaw the management and growth of the Group. Bryan was also the National President of the former aged care industry body, The Aged Care Association of Australia, from 2004 to 2012, and was actively involved in the development of the industry and shaping its future.

Bryan holds a Bachelor of Business (Accounting).

Special responsibilities:

- Member of the Audit, Risk and Compliance Committee
- Member of the Clinical Governance and Care Committee

Ian Roberts

Non-Executive Director

Ian was a Director of Regis on listing on 7 October 2014. Prior to listing, Ian had been a Director of Fairway Investment Holdings Pty Ltd since May 2007.

Ian has over 30 years' experience in the real estate sector including in excess of 20 years in residential aged care.

Prior to co-leading the Regis journey, Ian was involved in property development (sub-divisional and commercial) in South East Queensland. As a founding shareholder and Director of Regis (Executive Director prior to 2008), Ian headed up Property with oversight of the development and implementation of the strategy that saw the business grow to in excess of 4,500 beds nationally.

Ian is currently a Non-Executive Director of several property and property services enterprises.

Ian holds a Bachelor of Science (Surveying) from the Royal Melbourne Institute of Technology.

Special responsibilities:

- Chair of Property Committee
- Member of the People and Remuneration Committee

Sally Freeman

Independent Non-Executive Director

Sally was appointed to the Board in January 2022 and she Chairs Regis' Audit, Risk and Compliance Committee. She has extensive experience in governance, risk and audit, with a career spanning over 30 years, culminating in being the Partner in Charge of KPMG Australia's Risk Consulting practice and representing that practice on the international Board. Sally is currently a Non-Executive Director at Eastern Health, Regional Investment Corporation, Melbourne Football Club, Suburban Rail Loop Authority, Aioi Nissay Dowa Insurance Company Australia Pty Ltd, ASX-listed Netwealth Group Limited, and Netwealth Superannuation Services Pty Ltd. Sally also serves as an independent member of the audit committees of HealthShare Victoria, Caulfield Grammar and Commonwealth Games Australia.

Sally holds a Bachelor of Commerce from the University of Western Australia and is a Fellow of the Australian Institute of Chartered Accountants. She is a Global Certified Information Systems Auditor, a Graduate of the Australian Institute of Company Directors, a Fellow of the Victorian Williamson Leadership Program and a member of Chief Executive Women.

Listed company directorships (last 3 years):

- Netwealth Group Limited (ASX:NWL) (October 2019 to present)

Special responsibilities:

- Chair of the Audit, Risk and Compliance Committee
- Member of the People and Remuneration Committee
- Member of the Clinical Governance and Care Committee

¹ Fairway Investment Holdings Pty Ltd converted to Regis Healthcare Limited on listing in October 2014

Directors' Report

Interests in the Shares of the Group

As at the date of this report, the interests of the Directors in the ordinary shares of Regis Healthcare are the same as those disclosed on page 96 of the Remuneration Report.

Malcolm Ross

General Counsel and Company Secretary

Malcolm Ross leads the legal and governance team, having joined Regis as General Counsel and Company Secretary in November 2021.

Malcolm has practised law for over 25 years locally and internationally and gained extensive experience in listed companies in legal counsel, General Counsel and Company Secretary positions. Malcolm has worked in law firms and in-house at Boom Logistics Limited, an industrial services business and IHG Plc, a hotel business.

Malcolm was admitted as a Barrister and Solicitor of the Supreme Court of Victoria in November 1997 and holds a Bachelor of Business (Banking and Finance), Bachelor of Laws, Master of Laws, Graduate Diploma in Applied Corporate Governance and is a Graduate of the Australian Institute of Company Directors.

Principal Activities

The Group's principal activity during the year was the provision of residential aged care services. No significant changes occurred to these activities during the year.

Directors' Report

Operating and Financial Review

As at 30 June 2023, the Group owned and operated 63 residential aged care homes with approximately 7,000 operational places, and provided residential aged care services in six States and the Northern Territory. In addition, Regis, through retirement living, manages over 500 retirement village units across nine retirement villages and affordable housing communities. Regis also offers home care services.

Business Model

Regis aims to provide quality care to meet the growing needs of Australia's elderly population. This is achieved through a focus on the following core areas:

- **Care delivery:** Supporting personal care and clinical staff to deliver a quality care experience in a home environment across the physical, mental and social wellbeing of residents and clients.
- **Focused and well-resourced risk management:** Regis has robust systems and processes in place to manage clinical care and governance and the broader business' operational risks, including those that relate to aged care legislative compliance and health and safety.
- **Vertical integration:** The spectrum of activities Regis undertakes includes analysis of each proposed residential aged care home's catchment area, site identification, site acquisition, brownfield/greenfield development, home operation and asset renewal.
- **Strong cash flow generation:** Regis aims to achieve and maintain strong cash flow from operations, which it augments with a focus on the receipt and profitable use of Refundable Accommodation Deposits (RADs). The Group leverages its RAD cash inflows from developments to facilitate the repayment of acquisition and development related debt.
- **High quality portfolio:** Homes are primarily located in metropolitan areas with high median house prices. The homes are typically modern with a high proportion of single rooms and an emphasis on lifestyle and supported living.
- **Scalable platform:** Regis has invested in scalable business processes supported by IT systems, and in-house resources, to facilitate growth through acquisitions and developments.

Review and Results of Operations

To assist in the evaluation of the financial performance of the Group, certain measures are used that are not recognised under Australian Accounting Standards or International Financial Reporting Standards ('IFRS') and therefore, these are considered to be non-IFRS measures. Underlying earnings before interest, tax, depreciation and amortisation ('Underlying EBITDA')² is reported in order to provide a greater understanding of the financial performance of the Group. All other amounts reported below are recognised and measured in accordance with Australian Accounting Standards.

A summary of the financial results for the year ended 30 June 2023 is set out below:

For the year ended	2023 \$'000	2022 \$'000	% Change
Revenue from services	780,609	725,333	7.6%
Other income	117,000	71,621	63.4%
Underlying EBITDA	83,305	78,127	6.6%
Net profit after tax before amortisation of operational places (NPATA)	28,516	3,927	626.2%
Net loss for the period	(28,451)	(38,799)	26.7%
Basic earnings per share	(9.46) cents	(12.90) cents	26.7%

² Non-IFRS financial information has been prepared in accordance with ASIC Regulatory Guide 230 - Disclosing non-IFRS financial information, issued in December 2011. Non-IFRS financial information, while not subject to an audit or review, has been extracted from the Financial Report, which has been subject to review by the Group's external auditors. Underlying earnings before interest, tax, depreciation and amortisation ('Underlying EBITDA'), which excludes imputed income on RADs and Bonds of \$62,873,000 (30 June 2022: \$62,444,000), \$14,818,000 of net COVID-19 outbreak grant related income (30 June 2022: \$24,513,000 net claims cost) and other one-off items, and includes operating lease expense of \$1,244,000 (30 June 2022: \$1,423,000), is reported in order to provide shareholders with a greater understanding of the performance of the Group. A reconciliation of loss before income tax to Underlying EBITDA is provided on page 72.

Directors' Report

Operating and Financial Review (continued)

Review and Results of Operations (continued)

A summary of revenue from services for the year ended 30 June 2023 is set out below:

For the year ended	2023 \$'000	2022 \$'000
Government funded revenue	549,619	517,858
Resident basic daily fee revenue	128,958	120,588
Other resident revenue	92,905	79,449
Other operating revenue	7,568	5,155
Deferred management fee revenue	1,559	2,283
Revenue from services	780,609	725,333

From 1 October 2022, the Australian National Aged Care Classification (AN-ACC) replaced the Aged Care Funding Instrument (ACFI). The AN-ACC model operates by providing funding driven by the characteristics of each residential aged care home and the needs of individual residents. The AN-ACC funding model aims to provide:

- Funding that better matches resident care needs;
- Independent assessments of residents' needs for funding purposes; and
- New methodology for annual changes in prices/indexation, informed by independent costing.

Under the AN-ACC funding model, Aged Care Government revenue per resident per occupied bed day has increased on average from \$219.40 for the year ended 30 June 2022 to \$230.70 for the year ended 30 June 2023.

Occupancy rates across the residential aged care portfolio improved to an average of 91.5% for the financial year ended 30 June 2023 (30 June 2022: 89.8%). The spot occupancy rate on 30 June 2023 was 93.7% (30 June 2022: 91.0%). In a challenging industry environment including record low unemployment, visa delays and border closures, together with global shortages of registered nurses that have impacted workforce availability, management has remained focused on improved operational, clinical and financial performance.

Regis has continued to experience significantly increased staff expenses including additional overtime and use of agency contractors due to chronic workforce shortages caused by pre-existing sector challenges compounded by the continued impact of COVID-19. Staff expenses for the year ended 30 June 2023 were also impacted by a higher provision for employee entitlements required to reflect the Fair Work Commission's decision to increase modern award wage rates by 15% from 30 June 2023.

During the period, Regis incurred one-off COVID-19 outbreak costs of \$16,540,000 including incremental staff expenses, personal protective equipment, infection prevention and control, and employee welfare related costs. The ongoing presence of the COVID-19 virus has led to additional staffing disruption and financial pressures.

A summary of other income for the year ended 30 June 2023 is set out below:

For the year ended	2023 \$'000	2022 \$'000
Imputed income on RADs and Bonds ³	62,873	62,444
Interest income	705	9
Government grants	32,544	3,248
Gain on disposal of non-current assets	11,651	-
Change in fair value of investment property	7,220	5,920
Other	2,007	-
Other income	117,000	71,621

³ Following adoption of AASB 16 Leases effective 1 July 2019, profit/loss before income tax for the financial year ended 30 June 2023 includes income on RADs and Bonds of \$62,873,000 (2022: \$62,444,000) and, correspondingly, finance costs of \$62,873,000 (2022: \$62,444,000) with no net impact on profit or loss. The Group also recognised depreciation and interest costs totalling \$1,374,000 (2022: \$990,000) and \$263,000 (2022: \$332,000) respectively. Prior to the introduction of AASB 16 Leases, the Group would have recognised an operating lease expense of \$1,244,000 (2022: \$1,423,000).

Directors' Report

Operating and Financial Review (continued)

Review and Results of Operations (continued)

Included in Government grant income of \$32,544,000 (30 June 2022: \$3,248,000) was \$31,358,000 of COVID-19 Aged Care Support Grant income, of which \$9,132,000 was received in cash during the period, while \$22,226,000 was recognised as a receivable as at 30 June 2023. Due to the significant volume of claims from across the aged care sector, there is a backlog of pending claims awaiting Australian Government review. Of the \$22,226,000 recognised as a receivable, \$3,621,000 has been approved by the Australian Government, while \$18,605,000 represents approximately 97% of unapproved claims that are reasonably expected to be received based on historical approval rates. It is reasonably assured that these eligible COVID-19 outbreak costs will be recovered and settled during the 30 June 2024 financial year.

The gain on disposal of non-current assets has arisen on the sale of Regis' surplus non-income producing property assets including the Hollywood Retirement Village and vacant land in Western Australia. Regis' Belmore, New South Wales 60-bed residential aged care home was also closed and the land was subsequently disposed during the period.

The change in fair value of investment property represents the gain recognised from the external valuation of the Group's retirement villages and retirement village development sites.

Other income includes a \$2,007,000 gain on lease modification due to the early termination of Regis' head office lease in Armadale, Victoria, which resulted in the re-measurement of the existing lease asset and liability as at 30 June 2023.

A reconciliation of loss before income tax to Underlying EBITDA is set out below:

For the year ended	2023 \$'000	2022 \$'000
Loss before income tax	(40,380)	(55,185)
<i>Add back/(deduct):</i>		
Imputed income on RADs and bonds ⁴	(62,873)	(62,444)
Depreciation ⁴	45,082	42,070
Amortisation of operational places	81,382	61,037
Operating lease expense	(1,244)	(1,423)
Net finance costs ⁴	72,895	70,372
COVID-19 and other Government grants	(32,544)	(3,248)
COVID-19 outbreak related expenses	16,540	27,761
Increase in employee entitlements due to Fair Work Commission decision ⁵	7,300	-
Gain on disposal of non-current assets	(11,651)	-
Write-off of capital work-in-progress and other one-off write-downs ⁶	12,813	2,898
Fair value gain on investment property	(7,220)	(5,920)
Professional services costs incurred in relation to potential employee underpayments program of work	3,075	2,209
Other net losses ⁷	130	-
Underlying EBITDA	83,305	78,127

⁴ Following adoption of AASB 16 Leases effective 1 July 2019, as detailed in Note B2, profit/loss before income tax for the financial year ended 30 June 2023 includes income on RADs and Bonds of \$62,873,000 (2022: \$62,444,000) and, correspondingly, finance costs of \$62,873,000 (2022: \$62,444,000) with no net impact on profit or loss. In accordance with AASB 16 Leases, the Group also recognised depreciation and interest costs totalling \$1,374,000 (2022: \$990,000) and \$263,000 (2022: \$332,000) respectively.

⁵ Represents increase to employee entitlements expense as at 30 June 2023 required to reflect the Fair Work Commission's decision to increase modern award wage rates by 15% from 30 June 2023.

⁶ Write-off of capital work-in-progress and other write-downs include (i) \$11,526,000 write-off of costs incurred for development activities in prior periods on projects that are not expected to continue in line with Regis' strategic objectives, and (ii) \$1,287,000 to write-down the carrying amount for operating investment property held for sale to their fair value.

⁷ Other net losses includes \$1,311,000 incurred for regulatory penalties (including external advisors and additional costs) relating to the Sanction and Notice to Agree (NTA) applied to Port Coogee on 11 August 2022 by the Aged Care Quality and Safety Commission (ACQSC) and \$826,000 incurred in relation to other one-off items, offset by \$2,007,000 recognised as gain on lease modification due to the early termination of Regis' head office lease in Armadale, Victoria, which resulted in the re-measurement of the existing lease asset and liability as at 30 June 2023.

Directors' Report

Operating and Financial Review (continued)

Review and Results of Operations (continued)

Deregulation of Operational Places

In response to the Royal Commission into Aged Care Quality and Safety's final report, the Australian Government announced in the 2021-22 Federal Budget that it would be investing \$17.7 billion into an aged care reform package. As part of this package, there will be no further Aged Care Approval Rounds (ACAR). From 1 July 2024, residential aged care places (operational places or bed licences) will be assigned directly to senior Australians, giving consumers more control to choose an approved provider that best suits their residential aged care needs.

The Australian Government has announced its decision to discontinue operational places from 1 July 2024. In accordance with Accounting Standards and the guidelines issued by the Australian Securities and Investments Commission ("ASIC"), as well as the Group's current understanding of the relevant legislation and transitional arrangements relating to the removal of operational places, the Group has reassessed the useful life of its operational places. Consequently, Regis has commenced amortising the value of operational places from 1 October 2021 on a straight-line basis over their remaining economic life to 30 June 2024. This has resulted in a before tax amortisation expense in the profit and loss for the year ended 30 June 2023 of \$81,382,000 with no impact to the cash flows of the Group. In addition, a related deferred tax liability of \$24,415,000 has been partially reversed.

The reassessment of useful life is considered to be a change in accounting estimate under Australian Accounting Standard AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*.

The intended market deregulation of operational places presents new opportunities for Regis to invest in geographic areas previously not open to the Group, including the acquisition of vacant land during the year at Carlingford, New South Wales, for \$15,000,000. This land (which has a development approval) is earmarked for a new residential aged care home. The removal of operational places will most likely increase competition around quality of care, service and accommodation, which presents an advantage to providers such as Regis who have a strong balance sheet and access to capital to further develop the sector.

Cash Flow and Capital Expenditure

A summary of cash flows for the year ended 30 June 2023 is set out below:

For the year ended	2023 \$'000	2022 \$'000
Net cash flows from operating activities	105,161	114,793
Net cash flows from / (used in) investing activities	6,578	(48,622)
Net cash flows used in financing activities	(43,173)	(62,386)
Total net cash flows for the year	68,566	3,785

Regis' principal source of funds was its cash flow from operations (including RADs). The net cash flow from operating activities in the financial year ended 30 June 2023 was \$105,161,000 (30 June 2022: \$114,793,000). RAD and accommodation bond net cash inflow was \$43,565,000 (30 June 2022: \$83,940,000).

During the period, Regis invested \$53,477,000 (30 June 2022: \$48,648,000) in capital expenditure for ongoing development (including a greenfield residential aged care development in Camberwell, Victoria), replacement and refurbishment of existing facilities, and strategic technology investments.

For other developments in the pipeline, activities such as preparing land for commencement, development approvals and design documentation are underway in readiness to commence construction.

In line with its strategic objective, Regis sold surplus non-income producing property assets resulting in sales proceeds of \$60,055,000 (net of transaction costs) including the \$52,625,000 sale of the Hollywood Retirement Village and vacant land in Western Australia. Regis' Belmore, New South Wales 60-bed residential aged care home was also closed and the land was subsequently disposed during the period.

During the period, Regis decreased its net debt by \$96,895,000 to \$6,015,000 at 30 June 2023 (30 June 2022: \$102,910,000). This decrease was primarily driven by positive net RAD/ accommodation bond inflows together with cash generated from the sale of surplus non-income producing assets.

Directors' Report

Operating and Financial Review (continued)

Review and Results of Operations (continued)

Cash Flow and Capital Expenditure (continued)

Regis has a syndicated debt bank facility, which provides sufficient liquidity to meet currently anticipated cash flow requirements. In December 2022, Regis completed a refinance of its existing syndicated bank debt facilities and elected to reduce the overall facility from \$515,000,000 to \$405,000,000, in recognition of anticipated working capital and investment requirements. Under the terms of the new agreement, \$255,000,000 matures in March 2027, and \$150,000,000 matures in March 2026. As at 30 June 2023, the undrawn amount of bank facilities was \$334,689,000.

Potential Employee Entitlement Underpayments

As disclosed in the 2022 Annual Financial Report, Regis announced to the ASX on 9 August 2021 that it had identified potential underpayments of employee entitlements to certain current and former employees under its enterprise agreements.

These payment shortfalls had arisen because some employee entitlements due under various enterprise agreements were recorded inaccurately in the payroll system. This has led to incorrect payments to a number of employees. Regis, with the assistance of external advisors, continues to determine the extent of the underpayments. Based on additional analysis undertaken during the current period, Regis has maintained a provision of \$37,700,000 as at 30 June 2023. Remediation is expected to occur in the first half of the 30 June 2024 financial year.

Mandated Care Minutes

The Australian Government has committed to introducing the following requirements in relation to care minutes:

- Registered nurse on site 24 hours a day from 1 July 2023;
- Sector-wide average of 200 care minutes (including average 40 minutes of registered nurse) from 1 October 2023; and
- Sector-wide average of 215 care minutes (including average 44 minutes of registered nurse), from 1 October 2024.

The Company continues to undertake an organisational redesign to refocus resources towards more direct care. Staffing care minutes are being reported to the Department of Health & Aged Care on a quarterly basis. Regis' care minutes have improved each quarter as the Company has repurposed roles to direct care, decentralised some support roles and invested in additional aged care workers.

General staff shortages due to record low unemployment, visa delays and border closures, together with a global shortage of registered nurses, have impacted the pace at which the Company has increased care minutes and added significantly to staff expenses through additional agency costs and overtime.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4*
For the quarter ended	2023	2023	2023	2023
Registered Nurses	29.9	30.4	29.4	32.5
Enrolled Nurses/ Personal Care Workers	135.4	139.6	143.3	146.3
Total	165.3	170.0	172.7	178.8

* As submitted to the Department of Health and Aged Care (DHAC) on 4 August 2023.

Star Ratings

Star ratings were a recommendation by the Royal Commission into Aged Care Quality and Safety and were introduced in December 2022. Each aged care home is assigned an average overall star rating against four sub-categories (resident experience, compliance, staffing and quality measures). On average, Regis' homes are rated 3 stars which is considered an acceptable quality of care. Regis' star ratings have improved in the third quarter ended 31 March 2023 on average across its 63 homes to 3.14 from 3.11 in the first quarter ended 30 September 2022.

Regulatory Penalty

On 11 August 2022, the Aged Care Quality and Safety Commission (ACQSC) applied regulatory penalties to Regis Port Coogee of a Sanction and Notice to Agree (NTA). Regis complied with all actions and requirements stipulated by the ACQSC. As a result of the Sanction, the Company incurred a one-off negative earnings impact of \$1,311,000 (including external advisor fees and additional staff costs) during the year ended 30 June 2023. The sanction expired on 10 February 2023.

Directors' Report

Operating and Financial Review (continued)

Review and Results of Operations (continued)

Dividends

An interim dividend of 2.00 cents per ordinary share totalling \$6,019,000 (50% franked) for the half-year ended 31 December 2022 was paid on 14 April 2023.

On 25 August 2023, the Board of Directors resolved to pay a final dividend of 7.48 cents per ordinary share totalling \$22,500,000 (50% franked) for the year ended 30 June 2023 payable on 27 September 2023 (record date 13 September 2023).

Independent Health and Aged Care Pricing Authority (IHACPA)

The introduction of IHACPA is an important reform as it will ensure the sustainability of the industry by establishing appropriate pricing to encourage new investment. The IHACPA will have responsibility to provide the Australian Government with recommendations in relation to the cost of providing quality care.

Changes to Australian National Aged Care Classification (AN-ACC) Care Funding Model

In February 2023, the Fair Work Commission, as part of the Work Value Case for the aged care sector made a decision to increase modern award wage rates by 15% from 30 June 2023 for a number of direct care roles. In addition, the Fair Work Commission increased the minimum wage by 5.75% from 1 July 2023, following the Annual Wage Review decision.

As part of the 9 May 2023 Federal Budget, the Australian Government announced total funding of \$11.3 billion over four years to fund the modern award wage rates increase of 15% for over 250,000 direct care workers in the aged care sector. As a result, the industry average AN-ACC starting price from 1 July 2023 increased by \$26.30 per resident per day to \$243.10 per resident per day. Separately, a \$10.80 per resident per day Hotel Supplement was introduced from 1 July 2023 to cover the increased cost of every day living expenses.

Outlook

In the year ahead, Regis expects to benefit from improving occupancy, additional Government and resident funding while completing its organisational redesign and recruitment to meet care minute requirements.

Regis has a materially stronger balance sheet and will continue to focus on releasing capital from non-income producing assets to reinvest into higher returning core business opportunities. This strong balance sheet, including significantly reduced net debt, supports Regis' active pursuit of material strategic acquisitions to broaden its residential aged care footprint.

Likely Developments and Expected Results

The Group's growth strategy continues to include the following four levers:

- Greenfield aged care and retirement living developments
- Residential aged care and home care acquisitions
- Expansion and reconfiguration of existing facilities
- Residential aged care portfolio acquisition opportunities as they arise.

Other than the likely developments disclosed above and elsewhere in this report, no matters or circumstances have arisen which significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

Significant Changes in the State of Affairs

No other changes in the state of affairs arose during the year which significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in subsequent financial years.

Directors' Report

Subsequent Events

Other Matters

No other matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in future periods.

Key Business Risks

The following risks identified by the Group represent potential threats to its operational performance and growth strategy. The Group has a risk management framework in place to manage the risks identified.

Risk description	Risk response
Changes to the Regulatory Framework	
<p>The Australian Aged Care industry is highly regulated by the Australian Government. Regulatory change to the aged care industry may have an adverse impact on the way the Group promotes, manages and operates its homes and on its financial performance.</p> <p>The introduction of new legislation or changes in Government policies in relation to any or all of the existing legislation, including fees and charges, may adversely impact Regis' financial performance and future prospects. This includes the introduction of a new consumer-focused Aged Care Act and fee structure as announced by the Government in response to the recommendations of the Royal Commission into Aged Care Quality and Safety.</p> <p>The Australian Government announced in the 2023-24 Federal Budget the establishment of an Aged Care Taskforce to review and recommend options for aged care funding arrangements to support a more sustainable and viable sector by December 2023.</p>	<p>The Group has robust systems and processes in place to manage business operational risks, including those that relate to aged care legislative compliance.</p> <p>Regis continues to proactively work with Government and the industry peak body to support the development of an effective funding and care model.</p>
Regis' RADs level may fluctuate	
<p>The value of Regis' RADs (formerly known as Accommodation Bonds) may fluctuate due to a range of factors. RADs are refunded after a resident's departure. While individual RADs are generally replaced in a short period of time, often with a RAD of equal or higher value, Regis is exposed to risks associated with repayment and future sale of RADs.</p> <p>The effect of these risks may be that the value and number of new RADs Regis receives may be reduced and it may take longer for Regis to reach agreement with new residents or collect RADs.</p> <p>Decline in occupancy, changes in accommodation preferences by new residents, or legislated changes may lead to declining RAD balances which will require replacing with alternate funding sources.</p> <p>If the number of RAD payers significantly declines, Regis may need to draw down higher levels of bank or other debt, be required to reduce capital investment, reduce dividend payments or seek additional capital.</p>	<p>The Group monitors its RAD level and liquidity risk through monthly reporting and rolling cash flow forecasts.</p> <p>The Group maintains a liquidity management strategy to ensure that it has sufficient liquidity to enable it to refund RAD and accommodation bond balances that are expected to fall due within at least the next 12 months.</p>

Directors' Report

Key Business Risks (continued)

Risk description	Risk response
Occupancy levels may fall	
<p>In the ordinary course of business, Regis faces the risk that occupancy levels at any of its individual homes may fall below expectations due to a number of factors, including increasing competition, growth of home care services, adverse consumer sentiment to the industry generally or Regis specifically, reputational damage, and loss of accreditation.</p> <p>Reduced occupancy levels at a number of homes may adversely affect Regis' revenue and general financial performance as it would reduce the amount of funding Regis is entitled to, and the number and value of RADs.</p>	<p>Demographic factors will lead to significant demand in service provision. The Group operates a large and geographically diversified portfolio of well located, high quality homes with a history of providing excellent care.</p> <p>The reputation of individual homes is central to Regis' sales and marketing strategy, which is complemented by the quality of the Group's home employees, supporting sales and marketing applications and the strength of Regis' relationship with intermediaries including placement agents and medical professionals.</p>
Aged Care Homes may lose their approvals or accreditation	
<p>Aged care homes are required to hold approvals and be accredited in various ways, including against the Aged Care and NDIS quality standards. These approvals and accreditations are to ensure that minimum standards are in place, including the delivery of clinical care, and are generally subject to periodic review and may be revoked in certain circumstances.</p> <p>Aged care homes need approvals and accreditations to attract funding. If Regis does not comply with regulations and is unable to secure accreditation for the operation of its aged care homes and resident places in the future, or if any of its existing approvals or accreditations are adversely amended or revoked, this may adversely impact Regis' financial performance.</p> <p>Further, if Regis is required to undertake home refurbishments or make significant structural changes to home buildings in order to retain its approvals or accreditations, the cost of those works may impact its profitability and cash flows.</p>	<p>Regis has policies and procedures in place that align with all legislative requirements, including aged care approvals and accreditation.</p> <p>Service delivery is monitored through a robust clinical governance and quality framework, and includes monitoring mechanisms such as the Quality Indicators program, audit and review processes, risk management, consumer feedback and experience mechanisms, incident management processes and care planning and assessment tools, to ensure ongoing compliance with clinical care and other requirements for accreditation.</p> <p>Regis has developed and delivered training to ensure that employees understand the key role they play in upholding these standards.</p>
Regis' reputation may be damaged	
<p>Regis operates in a commercially sensitive industry in which its reputation could be adversely impacted should it or the aged care industry generally, suffer from any adverse publicity.</p> <p>Examples of adverse publicity may include reports of inappropriate care of residents, inquiries or investigations relating to the operation of aged care homes or incidents at aged care homes, health and safety issues affecting residents, employees or visitors, failure to ensure homes are well maintained or poor service delivery at homes.</p> <p>If there were to be any such adverse publicity, this may reduce the number of existing residents at Regis' homes or Regis' ability to attract new residents to its homes, both of which may adversely impact Regis' profitability.</p> <p>Adverse media coverage may also lead to increased regulatory scrutiny which could have a material adverse effect on Regis' revenue and profitability by, for example, increased compliance costs.</p>	<p>The Group seeks to avoid reputational damage through a strong control environment and enforcement of robust policies and procedures, to meet community and stakeholder expectations.</p> <p>In addition to upholding the accreditation standards, Regis has policies and processes in place addressing a range of topics including, but not limited to, health and safety management, bullying and harassment, and bribery and corruption.</p> <p>Incidents or potential incidents that occur at a home level are escalated to the executive. Investigations are conducted and actions implemented to prevent recurrence.</p> <p>Regis also has a strong consumer engagement framework, which enables it to productively partner with consumers, understand their experience of care and services, and implement timely remedial actions where expectations are not being met.</p>

Key Business Risks (continued)

Risk description	Risk response
Information technology and cyber risks	
<p>Cyber threats are constantly evolving, including from foreign groups targeting individuals and companies based in Australia and sophisticated phishing scams and cyber-attacks targeting the critical infrastructure that Regis manages.</p> <p>The privacy and security of resident and corporate information may be compromised in many ways, including a breach of IT systems and vendors' systems, unauthorised or inadvertent release of information or human error.</p> <p>Should the Group's systems be compromised, it could impact residents' trust, damage the Group's brand and reputation, and potentially significantly disrupt operations.</p>	<p>Hardware and software obsolescence are being addressed with various measures including an assessment to move to a Cloud environment where appropriate, modernise data centres, and upgrade applications.</p> <p>The Group has a number of strategies to manage cyber threats, which include access security controls, security monitoring, business continuity management, disaster recovery processes and off-site back-up facilities. The strength and effectiveness of these strategies are regularly assessed and improved as appropriate.</p>
Increased competition may affect Regis' competitive position	
<p>Each aged care home has its own character and is effectively operating in its own local area (referred to as a catchment area). The competition faced by aged care operators is mainly experienced at the home level within the relevant catchment area.</p> <p>A substantial increase in the level of competition Regis faces across its portfolio of homes could result in, among other things, Regis experiencing lower than anticipated occupancy rates, reduced revenue and margins and loss of market share.</p> <p>This may have a material adverse effect on Regis' financial performance at the home level, and if this was to occur across a number of homes, this may reduce Regis' ability to achieve its strategic objectives.</p>	<p>The residential aged care sector is highly regulated by the Government in relation to both the supply of new places and the ongoing operation of homes, creating natural barriers to entry for incoming market participants. These barriers include:</p> <ul style="list-style-type: none"> - Government's policy of controlled release of new aged care places;⁸ - Obtaining initial places and high levels of ongoing regulatory compliance; - Initial capital investment requirement for new entrants; - Access to specialist skill set required to operate facilities; and - Annual competitive process for new places which favours established, reputable and compliant operators.
Regis may not be able to retain key management	
<p>Regis relies on a specialised management team with significant aged care industry knowledge and experience.</p> <p>If Regis is not able to retain key members of its management team, Regis may not be able to operate its business to the current standard, which may undermine Regis' ability to comply with regulations and may reduce demand for Regis' services from existing and prospective residents. These occurrences may adversely impact Regis' business operations including its ability to grow.</p>	<p>The Group has several core programs that are designed to identify and develop employees with specialist skill sets required for key management and leadership positions.</p> <p>Surveys are conducted to regularly evaluate culture and employee engagement.</p>

⁸ As part of the response to the Royal Commission's Final Report, the Australian Government announced its intention to discontinue the Aged Care Approvals Round (ACAR) from 1 July 2024.

Key Business Risks (continued)

Risk description	Risk response
Regis may face medical indemnity and public liability claims, litigations and coronial enquiries	
<p>Aged care service providers such as Regis are exposed to the risk of medical indemnity and public liability claims, litigation and coronial inquests. Subject to the insurance arrangements that Regis has in place at the relevant time, any actual or threatened medical malpractice or public liability litigation against Regis could cause Regis to incur significant expenditure and may adversely impact Regis' future financial performance. If the costs of medical malpractice or public liability insurance were to rise, this could also adversely affect Regis' financial performance. If Regis is involved in actual or threatened litigation or coronial enquiries, the cost of such actions may adversely affect Regis' financial performance and may also give rise to adverse publicity.</p>	<p>Clinical governance is an integral component of the Group's corporate governance framework. It ensures that all members of the Group, from frontline clinicians to members of the Board are accountable to care recipients and their representatives for assuring the delivery of safe, effective and continuously improving clinical and personal care services.</p> <p>The Group has a Clinical Governance and Care Committee, which comprises members of the Board and is chaired by Professor Christine Bennett AO.</p> <p>Regis has a robust framework in place to learn from incidents that have occurred, including deaths that have been reported to the Coroner. Remedial actions are implemented across the business if gaps in care are identified. Open disclosure forms an integral part of this framework.</p>
Regis may not be able to attract and retain skilled and trained employees	
<p>Regis' business is dependent on its specialised health and aged care staff. There is a risk that Regis may not be able to maintain or expand an appropriately skilled and trained workforce that is able to meet the existing or future care needs of residents. With insufficient staffing levels, Regis' costs will increase as it utilises more agency staff and its quality of services could reduce. At greater levels of staff shortages, Regis may have to reduce the capacity of its homes in order to maintain service levels and deliver the minimum care staff minutes per resident.</p>	<p>Regis is committed to shaping its future workforce, attracting and retaining the right people through its Diversity Policy and professional development programs, and providing meaningful career paths and opportunities.</p> <p>The Group provides training to all staff to ensure they are equipped with the specialised skills required to deliver quality aged care.</p> <p>The Group develops strategies to address any risks identified as a result of regular employee engagement surveys conducted.</p>
COVID-19 Pandemic	
<p>The COVID-19 outbreak was declared a pandemic by the World Health Organisation in March 2020. Residents in residential aged care are highly vulnerable to the serious effects of COVID-19 infection. The pandemic has created significant uncertainty for the residential aged care sector. The unprecedented nature of the pandemic makes it impossible to know when this uncertainty will be resolved.</p> <p>Regis has experienced COVID-19 outbreaks at several of its homes during each wave of the virus. The spread of COVID-19 in a home may lead to a sizeable decline in occupancy if resident discharges are not matched by new resident admissions. Staff shortages may result from workers contracting the virus or from a requirement to self-isolate after exposure to the virus. In addition, the Group may have difficulty retaining staff for its own homes if an outbreak occurs across multiple homes within a region.</p>	<p>A key focus of the Group is clinical leadership and clinical governance.</p> <p>Overseen by Regis' Pandemic Planning Committee and supported by the Board of Directors, Regis has in place robust operational controls including detailed Outbreak Management Plans for each home.</p> <p>Regis has partnered with a Workplace Occupational Health Provider experienced in running complex vaccination programs for large, national institutions to implement a nationwide COVID-19 staff vaccination program.</p>

Directors' Report

Key Business Risks (continued)

Risk description	Risk response
Climate change	
<p>Physical and transitional climate change risks have the potential to damage Regis' assets, disrupt operations and impact the health and wellbeing of residents. This risk includes:</p> <ul style="list-style-type: none"> - Increased exposure of assets to physical environmental hazards, driven by climate change; - Managing the risks associated with the Australian economy's transition to lower carbon energy sources; - Policy risk from the cost of complying with new climate regulations with specific performance and/or technology requirements; and - Overall compliance requirements from existing and emerging environmental regulation. 	<p>Regis continues to assess its property portfolio for climate resilience, invest in asset upgrades and adapt designs; work with resident communities to build awareness of climate risks including cyclone, flood and bushfire risk to provide safe environments for people in and around Regis' assets; assess and implement wholesale energy strategies and renewable energy installations, to manage the electricity sector transition risk; actively manage Regis' corporate insurance program to provide adequate protection against insurable risks; and continue to incorporate physical and transition climate-related risks and opportunities that may evolve over time into its risk management framework. Regis continues to review and evolve its sustainability strategy.</p>

Directors' Report

Directors' Meetings

Details of the number of Board and Committee meetings held during the financial year ended 30 June 2023 and attendance by Directors as members are as follows:

	Directors' Meetings		Audit, Risk and Compliance Committee		People and Remuneration Committee		Clinical Governance and Care committee		Property Committee	
	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended
G Hodges	16	16	4	4	5	5	-	-	-	-
L Mellors	16	16	-	-	-	-	-	-	4	4
C Bennett	16	16	4	4	-	-	6	6	4	4
B Dorman	16	16	4	3	-	-	6	6	-	-
S Freeman	16	16	4	4	5	5	6	6	-	-
I Roberts	16	16	-	-	5	5	-	-	4	4

Indemnification and Insurance of Directors and Officers

The constitution of the Company provides for the Company to indemnify Directors and executive officers of the Company and its related bodies corporate against liability incurred in their capacity as an officer of the Company or related body corporate, except as may be prohibited by law.

Premiums have been paid by Regis Aged Care Pty Ltd, a 100% owned subsidiary company, with regard to Directors' and officers' liability insurance to insure each of the Directors and officers of the Company against certain liabilities incurred by them arising out of their conduct while acting in the capacity of Directors or officers of the Company or its related bodies Corporate. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premiums.

Indemnification of Auditors

To the extent permitted by law, the Group has agreed to indemnify its auditors, Ernst & Young Australia, as part of the terms of its audit engagement agreement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Ernst & Young during or since the financial year.

Options

No options over issued shares or interests in the Company or a controlled entity were granted during or since the end of the financial year and there were no options outstanding at the date of this report.

Proceedings on Behalf of the Group

No person has applied for leave of court to bring proceedings on behalf of the Group or intervene in any proceedings to which the Group is a party for the purpose of taking responsibility on behalf of the Group for all or any part of those proceedings. The Group was not a party to any such proceedings during the year.

Environmental Regulations and Performance

The Group's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a State or Territory.

Corporate Governance

Full details of Regis' compliance with the ASX Corporate Governance Council Principles and Recommendations (4th Edition), can be found in the Regis Healthcare Corporate Governance Statement on the company website at www.regis.com.au/corporate-governance.

Directors' Report

Rounding

The Company is an entity to which ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191 applies and, accordingly, amounts in the financial statements and Directors' Report have been rounded to the nearest thousand dollars.

Auditor's Independence Declaration

The auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out on page 97.

Non-Audit Services

The following non-audit services were provided by the entity's auditor, Ernst & Young Australia. The Directors are satisfied that the provision of non-audit services is compatible with the general standard of independence for auditors imposed by the Corporations Act 2001. The nature and scope of each type of non-audit service provided means that auditor independence was not compromised.

Ernst & Young Australia received the following amounts for the provision of non-audit services:

	\$
Tax compliance	458,318
Other services	19,500
Total	477,818

Signed in accordance with a resolution of the Directors.



Graham K Hodges
Chair
Melbourne,
25 August 2023

Remuneration Report

Message from the Chair of the People and Remuneration Committee

Dear Shareholders

On behalf of your Board, I am pleased to present the Remuneration Report for the year ended 30 June 2023.

The Remuneration Report contains important information regarding the remuneration arrangements for Non-Executive Directors ("NEDs") and senior executives who are the Key Management Personnel ("KMP") of Regis during the year ended 30 June 2023.

Following a review of the senior executive incentive program by the Board and an independent remuneration consultant, the following changes were made to the program for the year ended 30 June 2023:

- Introduction of a more market aligned executive incentive reward framework with separate short-term incentive (STI) and long-term incentive (LTI) plans.
- The LTI plan includes Earnings Per Share (EPS) and Star Ratings long-term performance hurdles over a three-year performance period which are consistent with the achievement of Regis' long-term business objectives of achieving sustainable earnings growth and ensuring the quality and safety of care provided by our Company.

The Board considers the STI and LTI remuneration framework appropriately incentivises executive KMP and aligns their performance interests with those of our residents, clients and shareholders. Quality of care at Regis is paramount and, to reflect this, the Board continues to impose a 'Care and Compliance Gateway' as part of its STI measures, which ensures that cash incentives are at risk and may be forfeited where defined quality of care standards are not met.

The Board intends to continue with the STI and LTI plans for the financial year ended 30 June 2024.

Remuneration Outcomes - Financial Year Ended 30 June 2023

In the financial year ended 30 June 2023, 75% of the STI opportunity was in cash and subject to the Care and Compliance Gateway. The remaining 25% of the STI opportunity was awarded as performance rights deferred for one year for executive KMP. The Company received a sanction at Regis Port Coogee, resulting in forfeiture of the equivalent of 37.5% of the total STI opportunity for executive KMP under the Care and Compliance Gateway.

The LTI has a three-year performance period ending on 30 June 2025 and is subject to EPS targets, Star Ratings improvement and Relative Star Ratings targets which are described further in this Report. As it is a new plan, no LTI will vest prior to 30 June 2025.

Rights also vested to executive KMP under the former variable reward and retention plan.

Your Board will continue to regularly review the remuneration framework and make adjustments as necessary to ensure the right outcomes are being delivered and rewarded and ensure the Company is well placed to attract, retain and motivate executives. We hope you find this Remuneration Report informative and we welcome any feedback.



Graham Hodges
Chair of the People and Remuneration Committee

Remuneration Report

Remuneration Report - Audited

The Directors of Regis Healthcare Limited present the Remuneration Report for the period 1 July 2022 to 30 June 2023. The Remuneration Report forms part of the Directors' Report and has been audited in accordance with the requirements of Corporations Act 2001 (Cth).

The Remuneration Report includes details of the remuneration strategies and outcomes for KMP, comprising the NEDs, CEO and CFO. KMPs are persons with direct or indirect authority and responsibility for planning, directing and controlling the activities of the Company during the year. The CEO and CFO are referred to throughout this Report as Executive KMP.

The names and positions of the KMP are:

Non-Executive Directors	
Graham Hodges	Independent Non-Executive Chair
Christine Bennett	Independent Non-Executive Director
Bryan Dorman	Non-Executive Director
Sally Freeman	Independent Non-Executive Director
Ian Roberts	Non-Executive Director
CEO and CFO	
Linda Mellors	Managing Director and Chief Executive Officer
Rick Rostolis	Chief Financial Officer

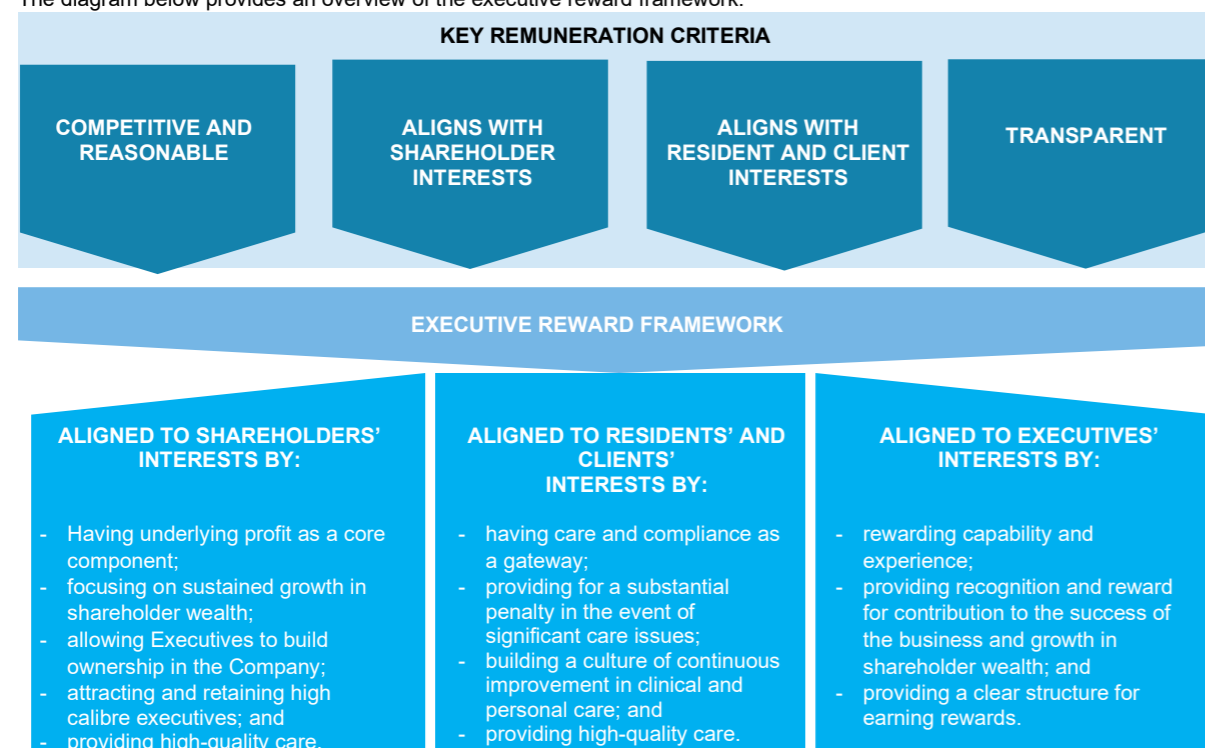
For the year ended 30 June 2023, in response to investor feedback, the Company introduced a more market aligned executive incentive reward framework with separate STI and LTI plans replacing the former Variable Reward and Retention Plan ("VRRP").

The Remuneration Report received strong shareholder support at the 2022 Annual General Meeting with a 97% vote in favour.

A. Principles used to Determine the Nature and Amount of Remuneration

The Company's executive remuneration framework aims to ensure that reward is competitively based to secure high calibre people and incentivise performance within an appropriate risk framework. It also aims to ensure that the quantum of remuneration is appropriate for the results delivered. The framework aligns executive reward with achievement of strategic objectives, the provision of quality care and services to care recipients, the creation of value for shareholders and sound management of both financial and non-financial risks. It provides a mix of fixed and variable pay, delivered in a combination of cash and deferred equity.

The diagram below provides an overview of the executive reward framework.



Remuneration Report

Executive KMP Reward Framework

The key components of the Executive KMP reward framework are the separate STI and LTI plans.

The STI will be assessed against a scorecard of financial and non-financial measures over a 12-month period. The Care and Compliance Gateway continues to apply to the cash component of the STI, such that participants may not be eligible to receive some, or all of the cash STI where the gateway is not met.

The LTI will be eligible to vest subject to performance against identified group-wide measures over a 3-year performance period. The LTI Plan is structured to align senior executives with shareholders through rewarding the achievement of long-term sustainable earnings growth and improved Star Ratings. Star Ratings comprise broad measures that are consistent with the longer-term performance and reputation of the business.

The LTI has a performance period ending 30 June 2025 and will be delivered in performance rights. Each performance right entitles the holder to one fully-paid ordinary share in the Company following vesting. The Board retains discretion to make a cash equivalent payment in lieu of an allocation of equity.

The Company uses performance rights to ensure senior executives are invested in the sustainable long-term performance of the Company, are encouraged to remain committed to the Company and have aligned interests with shareholders. Prior to vesting, performance rights do not carry any dividend or voting rights.

Non-Executive Director Remuneration

To maintain Director independence, NED remuneration is not linked to Company performance and is comprised solely of Directors' fees (including superannuation). The fees comprise base fees plus additional fees for chairing or being members of the Board committees.

NED fees are set at a level to attract and retain suitably qualified and experienced Directors having regard to:

- Market benchmarks for ASX listed companies;
- The size and complexity of the Company's operations; and
- Responsibilities and work requirements.

To align NED and shareholder interests, the Company has a NED Minimum Shareholding Policy requiring NEDs to achieve a minimum shareholding of 100% of base fees by the later of 1 May 2024 or 5 years from the relevant Director's appointment.

Remuneration Consultants and Other Advisors

To assist in performing its duties and in making recommendations to the Board, the Committee may seek independent advice from remuneration consultants and other advisors on various remuneration-related matters. When doing so, the remuneration consultants and other advisors are required to engage directly with the Chair of the Committee as the first point of contact.

During the year ended 30 June 2023, the Committee engaged KPMG as a remuneration consultant to provide advice in support of the review of the remuneration framework. The advice did not contain any remuneration recommendations as defined in the Corporations Act.

Remuneration Report

Group Performance

The following table sets out the Group's financial and share price performance for the financial year ended 30 June 2023 and the four previous years.

Key Performance Indicators	Financial Year Ended 30 June				
	2023	2022	2021	2020	2019
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue	780,609	725,333	701,365	677,872	646,855
Underlying EBITDA	83,305	78,127	72,068	73,350	111,400
Net profit/(loss) before tax	(40,380)	(55,185)	29,150	5,718	69,627
Net profit/(loss) after tax	(28,451)	(38,799)	19,949	(716)	50,897
Share price at beginning of year	\$1.85	\$1.95	\$1.41	\$2.63	\$3.28
Share price at end of year	\$2.22	\$1.85	\$1.95	\$1.41	\$2.63
Dividends per share	9.48 cents	5.84 cents	6.63 cents	4.02 cents	15.23 cents
Basic earnings/(loss) per share	(9.46) cents	(12.90) cents	6.63 cents	(0.24) cents	16.93 cents
Diluted earnings/(loss) per share	(9.46) cents	(12.90) cents	6.63 cents	(0.24) cents	16.91 cents

As part of the Board's commitment to align remuneration with Company performance, employee performance is reviewed annually against agreed performance objectives set prior to commencement of the financial year. The performance factors relate to financial and operational factors such as safety and care factors.

B. Remuneration Structure - Executive KMP

The new remuneration framework was introduced for the financial year ended 30 June 2023 and for the CEO and CFO comprises:

- Total Fixed Remuneration (TFR); and
- Performance based (at risk) remuneration delivered through the STI and LTI.

TFR consists of base remuneration package which generally includes salary and employer contributions to superannuation funds. Fixed remuneration levels for KMP are reviewed annually by the Board through a process that considers personal development, achievement of key performance objectives for the year, industry benchmarks and CPI data to ensure Regis can attract and retain high calibre executives.

The TFR of the CEO and CFO is set out in the following table:

CEO	<p>TFR of \$780,000 including superannuation.</p> <p>STI 50% of TFR and LTI 100% of TFR.</p> <p>STI payment of \$243,750 (including \$97,500 of performance rights) for performance representing 31.25% of TFR</p> <p>\$23,331 of the FY21 VRRP (Tranche 1) vested based on the face value of the award at the date of vesting</p>
CFO	<p>TFR of \$545,000 including superannuation.</p> <p>STI 50% of TFR and LTI 100% of TFR.</p> <p>STI payment of \$170,313 (including \$68,125 of performance rights) for performance representing 31.25% of TFR</p> <p>\$17,498 of the FY21 VRRP (Tranche 1) vested based on the face value of the award at the date of vesting</p>

Remuneration Report

The structure of the STI for the year ended 30 June 2023 is set out in the following table:

Participation	Executive KMP participated in the STI plan.
STI Value	Executive KMP had STI opportunity of 50% of TFR.
Structure of STI	Participants are eligible to receive an annual award of cash and performance rights subject to meeting financial and non-financial performance measures.
Performance Conditions	<p>The performance conditions reflect Regis' commitment to delivering high quality residential aged care services.</p> <p>Payment of the cash component is subject to a "Care and Compliance" Gateway. The Care and Compliance Gateway for 2023 was as follows:</p> <ul style="list-style-type: none"> • All service accreditations assessed during the period must be received; and • All undertakings to remedy for a notice of non-compliance that are issued prior to the end of the Performance Period must be met (notwithstanding that notices for non-compliance may have been issued prior to the start of the Performance Period). <p>For the full-year, if one service is sanctioned, 50% of the cash component of the STI may be forfeited and if two services are sanctioned, 100% of the cash component may be forfeited.</p> <p>The performance conditions assess performance against financial, safety and strategic measures. Financial performance measures account for 60%, safety 10% and strategic measures 30%. The financial measures include underlying EBITDA and net Refundable Accommodation Deposit ("RAD") cash inflow targets. The safety measure is Lost Time Injury Frequency Rate ("LTIFR") and non-financial measures include staff engagement, clinical governance, strategic and operational imperatives and workplace health and safety.</p>
Assessment of Performance Measures	<p>Assessment of performance measures occur annually as part of the broader performance review process for participants.</p> <p>For the purposes of testing financial hurdles, financial results are assessed by reference to the Company's audited financial statements.</p> <p>This method of assessing performance was chosen because it is, as far as practicable, objective and fair. The use of financial statements ensures the integrity of the measure and alignment with the true financial performance of the Company.</p>
Split of Cash and Performance Rights	<p>The percentage of the maximum opportunity achieved by participants is determined by the Board at the end of the financial year against the above measures.</p> <p>Awards under the STI comprise 75% in cash and 25% in performance rights.</p> <p>The performance rights vest 12 months after the delivery of the cash component, subject to continued employment.</p>
Number of Performance Rights Awarded	<p>The number of performance rights granted is calculated by dividing the face value of the performance rights component by the volume weighted average price of the Company's shares on the ASX over the 5 trading days commencing on the trading day after the release of the Company's results for the financial year ended 30 June 2023, rounded up to the nearest whole number of performance rights.</p> <p>Each performance right entitles the holder to acquire a fully paid ordinary share in the Company for nil consideration at the end of the vesting period, subject to their continued employment.</p> <p>The performance rights do not carry dividends or voting rights prior to vesting.</p>

Remuneration Report

Clawback policy	The Board has discretion to adjust the performance conditions, reduce or extinguish an STI entitlement or clawback the value of STI received. The Board may clawback or adjust any award as a result of material misstatement in, or omission from, the financial statements or otherwise as a result of fraud, dishonesty or breach of obligations.
Board discretion	The Board has discretion to award or withdraw incentives where the Board considers appropriate.

The structure of the LTI for the year ended 30 June 2023 is set out in the following table:

Participation	Executive KMP participated in the LTI plan.
LTI Value	Executive KMP had a LTI opportunity of 100% of TFR.
Structure of LTI	Participants are eligible to receive an annual award of performance rights which are subject to achieving financial and non-financial performance measures.

Performance Conditions

The LTI was subject to the following performance measures determined by the Board:

- 50% of the award subject to an earnings per share hurdle⁹ (EPS Hurdle).
- 50% of the award assessed against performance measures related to the Star Ratings (Star Ratings Hurdle), which comprise in equal parts:
 - Assessment of Company's improvement in its average Star Rating over the Performance Period (Star Rating Growth);
 - Assessment of Company's average Star Rating at conclusion of performance period relative to that of comparable organisations (Relative Star Rating).

Star Ratings are comprised of four sub-categories: (1) Resident experience; (2) Compliance; (3) Staffing; (4) Quality measures.

The Board chose these measures as they support long-term financial performance and the achievement of the Company's long-term strategic objectives.

EPS and Star Rating vesting schedules are provided below:

Regis' FY25 EPS (cents per share)	Percentage of performance rights that vest
Less than 8.2	Nil
Equal to 8.2	50%
Greater than 8.2 up to 10	Straight line pro-rata 50% to 100%
Improvement in Regis' average Star Rating across all facilities over the performance period Calculation compares average at commencement of Star Rating program, to average Star Rating at 30 June 2025	Percentage of performance rights that vest
Star Rating decrease	Nil
Maintain average Star Rating throughout period	50%
Improve Star Rating average by up to growth target ¹⁰	Straight line pro-rata 50% to 100%
Improve Star Rating average by growth target or more	100%

⁹ EPS based on a fully-diluted basis and calculation excludes items that are one-off or non-recurring in nature.

¹⁰ Growth target of 10% over Q1 FY23 baseline average of 3.11, at 30 June 2025.

Remuneration Report

	Company's average star rating relative to residential aged care provider group to be determined by the Board ¹¹ , as at 30 June 2025	Percentage of rights that vest
	Less than median of comparator group	Nil
	At median of comparator group	50%
	Between median and 75th percentile of comparator group	Straight line pro-rata 50% to 100%
	Greater than 75th percentile of comparator group	100%

Performance period	The performance rights granted have a performance period of three years.
Lapse of Performance Rights	Any performance rights that remain unvested at the end of the performance period will lapse immediately.
Assessment of Performance Measures	Assessment of performance measures occurs in the year that they vest.
Number of Performance Rights Awarded	<p>The number of performance rights granted is calculated by dividing the face value of the performance rights component by the volume weighted average price of the Company's shares on the ASX over the 5 trading days commencing on the trading day after the release of the Company's results for the financial year ended 30 June 2023, rounded up to the nearest whole number of performance rights.</p> <p>Each performance right entitles the holder to acquire a fully paid ordinary share in the Company for nil consideration at the end of the vesting period, subject to their continued employment.</p> <p>The performance rights do not carry dividends or voting rights prior to vesting.</p>
Clawback policy	The Board has discretion to adjust the performance conditions, reduce or extinguish an LTI entitlement or clawback the value of LTI received. The Board may clawback or adjust any awards as a result of material misstatement in, or omission from, the financial statements or otherwise as a result of fraud, dishonesty or breach of obligations.
Board discretion	The Board has discretion to award or withdraw incentives where the Board considers appropriate.

The following conditions apply to awards made under the STI or LTI:

Cessation of Employment	<p>Unless the Board determines otherwise, if employment with the Company is terminated during the Performance Period as a 'good leaver', ie as a result of retirement, genuine redundancy, death, terminal illness, total and permanent disablement, or any other reason as determined by the Board, the participant will be entitled to receive a pro-rata amount of their STI and LTI (based on the proportion of whole months the participant was employed by the Company during the during the Performance Period).</p> <p>Unless the Board determines otherwise, if employment with the Company is terminated in circumstances in which the participant is not considered a good leaver (eg resignation, or termination of employment initiated by the participant or the Company other than where such termination is as a good leaver), the STI and LTI will immediately lapse, and the participant will forfeit the component of their STI award that has not yet been paid or granted in its entirety.</p>
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¹¹ Comparator group comprises large residential aged care providers, as determined by the Board (Arcare, Bolton Clarke, Baptist Care, Bupa, Catholic Healthcare, Calvary, Estia Health, Mercy Health, Opal HealthCare and Uniting Church).

Remuneration Report

	Notwithstanding the above, the Board may, subject to any requirement for shareholder approval, reserve the discretion to determine to treat the STI and LTI in a different manner to that set out above upon cessation of employment.
Restrictions on Dealing	Participants must not sell, transfer, encumber, hedge or otherwise deal with performance rights. Participants are free to deal with the shares allocated on vesting of the performance rights, subject to the requirements of the Company's Policy for Dealing in Securities.
Change in Control	The Board has discretion to determine whether or not vesting of some or all of a Participant's performance rights should be accelerated. Where only some of the performance rights are vested, the remainder will immediately lapse.

C. Performance Outcomes

This section outlines performance outcomes for the last two financial years against the performance conditions.

STI Outcomes - Financial Year Ended 30 June 2023

Quality care of residents is Regis' fundamental critical success factor, above all else, and it is for this reason that the Care and Compliance Gateway is a key part of the remuneration framework. The gateway was partially met in the 30 June 2023 year:

Care and Compliance Gateway		Outcome
All accreditations received	✓	Gateway achieved. 63 homes which were subject to accreditation were successfully re-accredited
All undertakings to remedy for a notice of non-compliance are met	✓	Gateway achieved. 6 homes received a Notice to Agree, Directions Notice or Notice of Non-Compliance during the year. All homes are compliant with rectification requirements.
No sanctions	X	Gateway not achieved. Regis Port Coogee was sanctioned.

Remuneration Report

The Board assessed performance against the STI scorecard as follows:

Performance Measure	Weighting	Target	Outcome	Result
Underlying EBITDA	30%	\$82.2m	Achieved	30%
RAD cash Inflow	30%	\$40m	Achieved	30%
Lost Time Injury Frequency Rate (LTIFR)	10%	Reduction in LTIFR*	Achieved	10%
KPIs specific to each Executive KMP's Strategic responsibilities	30%	Role specific targets include staff engagement, clinical governance, strategic and operational imperatives, workplace health and safety and business stabilisation during COVID-19	Achieved	30%
100%				100%

* LTIFR reduced from 14.58 to 10.17 during the year ended 30 June 2023.

The STI outcomes for the CEO and CFO for the financial year ended 30 June 2023 are set out in the following table:

	Award	Maximum Potential Award	Amount Awarded	% of Maximum Achieved	% of Maximum Award Forfeited
Linda Mellors	STI	\$390,000	\$243,750	62.5%	37.5%
Rick Rostolis	STI	\$272,500	\$170,313	62.5%	37.5%

In the financial year ended 30 June 2023, the Company received a sanction at Regis Port Coogee resulting in forfeiture of 37.5% of the STI opportunity (including 50% of the cash component of the STI).

VRRP Outcomes - Financial Year Ended 30 June 2022

The VRRP outcomes for the CEO and CFO for the financial year ended 30 June 2022 are set out in the following table. The Care and Compliance Gateway was met in 2022:

	Award	Maximum Potential Award	Amount Awarded	% of Maximum Achieved	% of Maximum Award Forfeited
Linda Mellors	VRRP	\$489,600	\$293,760	60%	40%
Rick Rostolis	VRRP	\$336,600	\$201,960	60%	40%

The amount awarded represents the portion of the award comprising performance rights (60% of the overall amount assessed) and Cash component (40% of the overall amount assessed).

Remuneration Report

Performance rights granted and vested during year ended 30 June 2023

The performance rights granted and vested during year ended 30 June 2023 are set out in the following table:

Grant date	Expiry date	Type of performance rights	Number held 1 July 2022	Number granted during year	Number vested during year	Number held 30 June 2023	Fair value per performance right at grant date \$	Value of performance rights at grant date \$	Value of performance rights included in compensation for the year \$	
Linda Mellors	17 Nov 2021	20 Sept 2022	FY21 VRRP Tranche 1 (i)	13,072	-	(13,072)	-	1.87	24,445	-
	17 Nov 2021	20 Sept 2023	FY21 VRRP Tranche 2 (i)	25,375	-	-	25,375	1.76	44,660	14,887
	17 Nov 2021	20 Sept 2024	FY21 VRRP Tranche 3 (i)	38,446	-	-	38,446	1.65	63,436	15,859
	16 Nov 2022	20 Sept 2023	FY22 VRRP Tranche 1 (ii)	-	16,788	-	16,788	1.90	31,897	15,701
	16 Nov 2022	20 Sept 2024	FY22 VRRP Tranche 2 (ii)	-	32,589	-	32,589	1.82	59,312	19,839
	16 Nov 2022	20 Sept 2025	FY22 VRRP Tranche 3 (ii)	-	49,377	-	49,377	1.73	85,422	21,632
	25 Oct 2022	30 Sept 2025	FY23 LTI (ii)	-	375,000	-	375,000	1.65	618,750	185,625
	25 Oct 2022	30 Sept 2024	FY23 STI (iii)	-	51,862	-	51,862	1.88	97,500	48,750
Sub-total (v)				76,893	525,616	(13,072)	589,437		1,025,422	322,293
Rick Rostolis	17 Nov 2021	20 Sept 2022	FY21 VRRP Tranche 1 (i)	9,804	-	(9,804)	-	1.87	18,333	-
	17 Nov 2021	20 Sept 2023	FY21 VRRP Tranche 2 (i)	19,031	-	-	19,031	1.76	33,495	11,165
	17 Nov 2021	20 Sept 2024	FY21 VRRP Tranche 3 (i)	28,835	-	-	28,835	1.65	47,578	11,894
	16 Nov 2022	20 Sept 2023	FY22 VRRP Tranche 1 (ii)	-	11,542	-	11,542	1.90	21,930	10,795
	16 Nov 2022	20 Sept 2024	FY22 VRRP Tranche 2 (ii)	-	22,405	-	22,405	1.82	40,777	13,639
	16 Nov 2022	20 Sept 2025	FY22 VRRP Tranche 3 (ii)	-	33,946	-	33,946	1.73	58,727	14,872
	29 Aug 2022	30 Sept 2025	FY23 LTI (ii)	-	262,019	-	262,019	1.87	489,976	146,993
	29 Aug 2022	30 Sept 2024	FY23 STI (iv)	-	31,984	-	31,984	2.13	68,125	34,063
Sub-total (vi)				57,670	361,896	(9,804)	409,762		778,941	243,421
Total				134,563	887,512	(22,876)	999,199		1,804,363	565,714

- (i) FY21 and FY22 VRRP performance rights vest in three tranches of 17%, 33% and 50% of the total award deferred for one, two and three years respectively, subject to continued employment.
(ii) FY23 LTI performance rights vest over a three-year performance period from 1 July 2022 to 30 June 2025, subject to continued employment.
(iii) FY23 STI performance rights vest in 12 months after the delivery of the cash component, subject to continued employment.
(iv) FY23 STI performance rights vest in 12 months after the delivery of the cash component, subject to continued employment. Upon vesting, the shares allocated by the Company will be purchased on-market.
(v) The maximum value of unvested performance rights to be recognised in future years is \$560,216 (30 June 2022: \$166,259).
(vi) The maximum value of unvested performance rights to be recognised in future years is \$431,897 (30 June 2022: \$117,216).

Remuneration Report

Executive KMP Statutory Remuneration

Details of the remuneration of Executive KMPs in accordance with Australian Accounting Standards are set out in the following table:

Executive Director	Role	Year	Short-Term Benefits			Post-Employment			Other Long-Term Benefits		Share-Based Payments		Total
			Salary & Fees \$	Monetary Benefits \$	Non-Monetary Benefits \$	Cash Bonus \$	Superannuation \$	Long Service Leave \$	Performance Rights* \$	Share-Based Payments \$			
Linda Mellors	MD/CEO	FY23	754,254	-	-	146,250	25,746	8,383	322,293	1,256,926			
		FY22	711,285	-	-	117,504	23,115	3,037	97,522	952,463			
Rick Rostolis	CFO	FY23	519,254	-	-	102,188	25,746	5,093	243,421	895,702			
		FY22	486,885	-	-	80,784	23,115	1,837	69,580	662,201			
Total		FY23	1,273,508	-	-	248,438	51,492	13,476	565,714	2,152,628			
		FY22	1,198,170	-	-	198,288	46,230	4,874	167,102	1,614,664			

* Performance rights granted as remuneration are valued at grant date in accordance with AASB 2 Share-based payments and are amortised over the vesting period.

Remuneration Report

D. Key Terms of Executive Service Agreements

The CEO and CFO have written executive service agreements with Regis Aged Care Pty Ltd, a subsidiary of Regis Healthcare Limited.

Key Terms of Executive Service Agreement (ESA) for the CEO and CFO are as follows:

Name	Linda Mellors	Rick Rostolis
Role	CEO	CFO
Commencement	5 August 2019	16 March 2020
Term	No fixed term	No fixed term
Notice of termination by Company	6 months written notice	6 months written notice
Notice of termination by Employee	6 months written notice	6 months written notice
Termination for serious misconduct	At any time without notice and with immediate effect.	At any time without notice and with immediate effect.
Termination Entitlements	Payment in lieu of notice based on total fixed remuneration, and accrued but untaken leave entitlements. Incentive arrangements under VRRP will be determined in accordance with the terms of the plan.	Payment in lieu of notice based on total fixed remuneration, and accrued but untaken leave entitlements. Incentive arrangements under VRRP will be determined in accordance with the terms of the plan.
Post-employment restraint	Non-compete and non-solicitation period of 6 months post-employment within Australia.	Non-compete and non-solicitation period of 6 months post-employment within Australia.
Change of Control	Agreement continues to apply	Agreement continues to apply

Remuneration Structure - Non-Executive Directors

NED fees reflect the workload and responsibilities of Directors and are reviewed periodically by the Board relative to market conditions and fees paid by comparable listed companies. There were no changes to NED fees in the current year.

Directors' Fees

Under the Constitution, the Board may decide the amount of each NED's remuneration, however, the total amount paid to NEDs must not exceed the amount approved by shareholders at a general meeting, being \$1.2 million.

Annual NED fees (inclusive of superannuation) are:

Role	Annual Fees
Chair	\$240,000
Other NEDs	\$110,000
Chairs of Board Committees ¹²	\$30,000
Members of Board Committees	\$20,000

Directors are reimbursed for reasonable travel and other expenses incurred in attending to the Group's affairs, including attending Board and shareholder meetings.

Retirement Allowances for Directors

NEDs do not participate in any performance-based share plans, retirement schemes or receive any other benefits.

¹² There are four Board Committees - Audit, Risk and Compliance Committee, People and Remuneration Committee, Clinical Governance and Care Committee, and Property Committee. The fees for Chair and members are the same for all four Board Committees.

Remuneration Report

E. Non-Executive Director Remuneration

Details of the remuneration of NEDs in accordance with Australian Accounting Standards are set out in the following table:

Name	Year	Salary & Fees	Superannuation	Total
		\$	\$	\$
Non-Executive Directors				
Graham Hodges	FY23	264,708	25,746	290,454
	FY22	266,381	23,115	289,496
Christine Bennett	FY23	165,333	17,104	182,437
	FY22	149,456	14,946	164,402
Bryan Dorman	FY23	135,747	14,253	150,000
	FY22	136,986	14,199	151,185
Sally Freeman ¹³	FY23	162,896	17,104	180,000
	FY22	65,594	6,564	72,158
Ian Roberts	FY23	144,796	15,204	160,000
	FY22	127,573	12,762	140,335
Sylvia Falzon ¹⁴	FY23	-	-	-
	FY22	57,886	7,025	64,911
Matthew Quinn ¹⁵	FY23	-	-	-
	FY22	56,200	5,620	61,820
Total	FY23	873,480	89,411	962,891
	FY22	860,076	84,231	944,307

¹³ Sally Freeman appointed as a Non-Executive Director on 17 January 2022

¹⁴ Sylvia Falzon retired as a Non-Executive Director on 26 October 2021

¹⁵ Matthew Quinn retired as a Non-Executive Director on 26 October 2021

Remuneration Report

KMP Shareholdings

The following table summarises the movements in shareholdings of KMP (including their related entities) for the reporting period.

	Number of shares							
	Held at 1 July 2022 ¹⁶	Received on vesting of LTI	Received on vesting of STI / VRRP	Received as remuneration	Other net change	Held at 30 June 2023	Held nominally at 30 June 2023 ¹⁷	
Non-Executive Directors								
Graham Hodges	110,000	-	-	-	-	110,000	-	
Christine Bennett	82,500	-	-	-	-	82,500	-	
Bryan Dorman	81,910,479	-	-	-	-	81,910,479	-	
Sally Freeman ¹⁸	-	-	-	-	30,000	30,000	-	
Ian Roberts	81,910,479	-	-	-	-	81,910,479	16,699	
CEO and CFO								
Linda Mellors	158,000	13,072	-	-	-	171,072	-	
Rick Rostolis	42,500	9,804	-	-	-	52,304	-	

Transactions with the Group

No Director or other KMP (including their related parties) has entered into a contract with the Company or a subsidiary during the reporting period other than as disclosed in this Remuneration Report.

Loans with the Group

No Director or other KMP (including their related parties) has entered into a loan made, guaranteed or secured, directly or indirectly, by the Group during the reporting period.

End of Audited Remuneration Report

¹⁶ Comparative amounts are revised, if required, based on latest information and to conform with current year presentation

¹⁷ Shares held 'nominally' means shares held indirectly or by a KMP's close family members or entities over which the KMP or family member has control

¹⁸ Sally Freeman was appointed to the Board on 17 January 2022



Building a better working world

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Auditor's independence declaration to the directors of Regis Healthcare Limited

As lead auditor for the audit of the financial report of Regis Healthcare Limited for the financial year ended 30 June 2023, I declare to the best of my knowledge and belief, there have been:

- No contraventions of the auditor independence requirements of the Corporations Act 2001 in relation to the audit;
- No contraventions of any applicable code of professional conduct in relation to the audit; and
- No non-audit services provided that contravene any applicable code of professional conduct in relation to the audit.

This declaration is in respect of Regis Healthcare Limited and the entities it controlled during the financial year.

Ernst & Young

Ernst & Young

BJ Pollock

BJ Pollock
Partner
25 August 2023

Consolidated Statement of Profit or Loss and Other Comprehensive Income

FOR THE YEAR ENDED 30 JUNE 2023

	Note	2023 \$000	2022 \$000
Revenue from services	B1	780,609	725,333
Other income	B1	117,000	71,621
Total revenue from services and other income		897,609	796,954
Expenses			
Staff expenses		(591,190)	(550,456)
Resident care expenses		(57,610)	(59,156)
Administration expenses		(65,225)	(45,516)
Occupancy expenses		(23,900)	(23,523)
Depreciation	C4, C5	(45,082)	(42,070)
Amortisation of operational places	C6	(81,382)	(61,037)
Profit before income tax and finance costs		33,220	15,196
Finance costs	D3	(73,600)	(70,381)
Loss before income tax		(40,380)	(55,185)
Income tax benefit	B3	11,929	16,386
Loss for the period		(28,451)	(38,799)
Other comprehensive income			
<i>Items that may be reclassified to profit or loss:</i>			
Other comprehensive income, net of tax for the period		-	-
Total comprehensive income, net of tax for the period		(28,451)	(38,799)
Loss for the period attributable to:			
Equity holders of the parent entity		(28,451)	(38,799)
Total comprehensive income, net of tax attributable to:			
Equity holders of the parent entity		(28,451)	(38,799)
Earnings per share (EPS) attributable to equity holders of the parent:			
Basic EPS (cents per share)	B4	(9.46)	(12.90)
Diluted EPS (cents per share)	B4	(9.46)	(12.90)

The accompanying notes form part of the consolidated financial statements.

Consolidated Statement of Financial Position

AS AT 30 JUNE 2023

	Note	2023 \$000	2022 \$'000
Assets			
Cash and cash equivalents	D1	61,320	4,151
Trade and other receivables	C1	39,955	17,910
Inventories	C2	1,842	5,163
Other current assets	C3	5,730	6,317
Income tax receivable		140	7,186
Assets held for sale	C10	2,895	-
Total current assets		111,882	40,727
Property, plant and equipment	C4	1,110,205	1,109,153
Right-of-use assets	C5	3,506	4,305
Operational places and goodwill	C6	321,318	402,700
Investment property	C7	116,599	163,120
Total non-current assets		1,551,628	1,679,278
Total assets		1,663,510	1,720,005
Liabilities			
Bank overdraft	D1, D2	-	11,397
Trade payables and other liabilities	C8	56,582	62,103
Lease liabilities	C5	790	1,040
Provisions	C9	124,531	111,116
Other financial liabilities	D4	1,350,744	1,312,344
Liabilities directly associated with assets held for sale	C10	745	-
Total current liabilities		1,533,392	1,498,000
Interest-bearing loans and borrowings	D2	67,335	95,664
Lease liabilities	C5	2,945	5,223
Provisions	C9	4,867	5,771
Deferred tax liabilities	B3	16,577	36,340
Total non-current liabilities		91,724	142,998
Total liabilities		1,625,116	1,640,998
Net assets		38,394	79,007
Equity			
Contributed equity	D7	273,761	273,629
Reserves	D9	(96,305)	(97,009)
Accumulated losses		(139,062)	(97,613)
Total equity		38,394	79,007

The accompanying notes form part of the consolidated financial statements.

Consolidated Statement of Changes in Equity

FOR THE YEAR ENDED 30 JUNE 2023

	Issued Capital	Remuneration Reserve	Acquisition Reserve	Accumulated Losses	Total
	\$000	\$000	\$000	\$000	\$000
At 1 July 2021	273,519	4,244	(101,497)	(34,301)	141,965
Net loss for the period	-	-	-	(38,799)	(38,799)
Total comprehensive income / (loss) for the year	-	-	-	(38,799)	(38,799)
Dividends paid or provided for	-	-	-	(24,513)	(24,513)
Equity settled share-based payments	-	354	-	-	354
Transfer from remuneration reserve	110	(110)	-	-	-
Balance as at 30 June 2022	273,629	4,488	(101,497)	(97,613)	79,007
At 1 July 2022	273,629	4,488	(101,497)	(97,613)	79,007
Net loss for the period	-	-	-	(28,451)	(28,451)
Total comprehensive income / (loss) for the year	-	-	-	(28,451)	(28,451)
Dividends paid or provided for	-	-	-	(12,998)	(12,998)
Equity settled share-based payments	-	836	-	-	836
Transfer from remuneration reserve	132	(132)	-	-	-
Balance as at 30 June 2023	273,761	5,192	(101,497)	(139,062)	38,394

The accompanying notes form part of the consolidated financial statements.

Consolidated Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2023

	Note	2023 \$000	2022 \$000
Cash flows from operating activities			
Receipts from residents and Government subsidies		779,323	710,333
Government grants received		10,318	3,248
Payments to suppliers and employees		(718,093)	(671,168)
Finance income		705	9
Finance costs		(7,068)	(4,642)
Interest paid on RADs		(4,173)	(3,195)
RAD and accommodation bond inflows		442,963	408,432
RAD and accommodation bond outflows		(399,398)	(324,492)
ILU/ILA entry contribution inflows		7,569	12,342
ILU/ILA entry contribution outflows		(6,197)	(6,080)
Income tax paid		(788)	(9,994)
Net cash flows from operating activities	F2	105,161	114,793
Cash flows from / (used in) investing activities			
Purchase of property, plant and equipment		(51,435)	(47,196)
Capital expenditure (investment property)		(2,042)	(1,452)
Net proceeds from sale of property, plant and equipment		7,430	26
Net proceeds from sale of investment property		52,625	-
Net cash flows from / (used in) investing activities		6,578	(48,622)
Cash flows from / (used in) financing activities			
Proceeds from borrowings		57,000	121,000
Repayment of borrowings		(85,931)	(157,450)
Payment of lease liabilities		(1,244)	(1,423)
Dividends paid on ordinary shares		(12,998)	(24,513)
Net cash flows used in financing activities		(43,173)	(62,386)
Net increase in cash and cash equivalents		68,566	3,785
Cash at the beginning of the financial period		(7,246)	(11,031)
Cash at the end of the financial period	D1	61,320	(7,246)

The accompanying notes form part of the consolidated financial statements.

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IN THIS SECTION

This section sets out the basis on which the Group's financial report is prepared. A glossary containing acronyms and defined terms is included in the back of this report.

Regis Healthcare Limited ('Company') is a for profit company limited by shares incorporated in Australia whose shares are publicly traded on the Australian Securities Exchange. The Group's principal activity during the year was the provision of residential aged care services. The consolidated financial statements of Regis Healthcare Limited and its subsidiaries (collectively, the Group) for the year ended 30 June 2023 were authorised for issue in accordance with a resolution of the Directors on 25 August 2023.

A1. Statement of Compliance

The financial report is a general-purpose financial report, which has been prepared in accordance with the requirements of the Corporations Act 2001, Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board. The financial report also complies with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board. The financial report has been prepared on a historical cost basis, except for investment property, independent living unit and apartment entry contributions, which have been measured at fair value. The financial report is presented in Australian dollars and all values are rounded to the nearest thousand dollars unless otherwise stated in accordance with Instrument 2016/91 issued by the Australian Securities and Investments Commission.

A2. Going Concern

The Group is in a net current asset deficiency position. This deficiency principally arises due to refundable accommodation deposits ('RADs'), accommodation bonds and independent living unit and independent living apartment ('ILU'/'ILA') entry contributions being recorded as current liabilities as required under Australian Accounting Standards. However, in practice, RADs / accommodation bonds that are repaid are generally replaced by RADs from incoming residents in a short timeframe. The Group generated positive cash flows from operations of \$105,161,000 during the year (2022: \$114,793,000). Undrawn syndicated bank facilities of \$334,689,000 (2022: \$417,207,000) (refer Note D2) are also available should they need to be drawn. In addition, the Group has the ability to refinance its existing borrowings and raise new external debt if required. Based on the cash flow forecast for the next 12 months, the Group will be able to pay its debts as and when they become due and payable. Accordingly, the financial report has been prepared on a going concern basis.

A3. New Standards, Interpretations and Amendments

A number of amendments and interpretations have been applied for the first time in this reporting period but did not have a material impact on the consolidated financial statements of the Group.

A4. Key Judgements, Estimates and Assumptions

The preparation of the consolidated financial statements requires management to exercise judgement and make estimates and assumptions in applying the Group's accounting policies which impact amounts reported for assets, liabilities, income and expenses. Actual results may differ from these judgements, estimates and assumptions. Uncertainty about these judgements, estimates and assumptions could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities in future periods. Information about significant areas of estimation uncertainty and critical assumptions are described in the following notes:

- Receivables: assumptions underlying expected credit losses and Government grants (Note C1)
- Property, plant, equipment: useful life and assumptions on recoverable amount assessments (Note C4)
- Operational places, goodwill: assumptions underlying recoverable amount and useful life of operational places (Note C6)
- Investment property: assumptions underlying the assessment of fair value (Note C7)
- Provisions: assumptions underlying recognition and measurement of provisions (Note C9)
- Share-based payments: determination of valuation model and assumptions on achievement of target hurdles (Note F3)

A5. Impact of Climate Change on the Financial Statements

The impact of climate change has been considered in preparing the financial statements for the year ended 30 June 2023. Whilst noting the Group's commitment to sustainability, there has not been a material impact on the financial reporting judgements and estimates at 30 June 2023, based on the Group's considerations to date of the impact of climate-related risks and opportunities on its operations, assets and financial performance. Notes C6 and C7 explain how the impacts of climate change have been considered in preparing the financial statements.

Section B: Results for the Year

IN THIS SECTION

This section explains the results and performance of the Group.

This section provides additional information about those individual line items in the financial report that the Directors consider most relevant in the context of Regis' operations, including:

- Accounting policies that are relevant for understanding the items recognised in the financial report; and
- Analysis of the results for the period by reference to key areas, including revenue and taxation.

B1. Revenue from Services and Other Income

	2023 \$000	2022 \$000
Revenue from services		
Government funded revenue	549,619	517,858
Resident basic daily fee revenue	128,958	120,588
Other resident revenue	92,905	79,449
Other operating revenue	7,568	5,155
Deferred management fee revenue	1,559	2,283
Total revenue from services	780,609	725,333
Other income		
Imputed income on RADs and Bonds	62,873	62,444
Government grants	32,544	3,248
Interest income	705	9
Gain on disposal of non-current assets	11,651	-
Change in fair value of investment property	7,220	5,920
Other	2,007	-
Total other income	117,000	71,621
Total revenue from services and other income	897,609	796,954

Residential Aged Care and Home Care

The Group recognises revenue from residential aged care and home care services over time as performance obligations are satisfied, which is as the services are rendered, primarily on a daily or monthly basis. Revenue arises from discretionary and non-discretionary services, as agreed in a single contract with the resident. Fees received in advance of residential aged care and home care services performed are recognised as contract liabilities and are included within Trade and Other Payables.

Retirement Living

Revenue arises from deferred management fees, long-term leases and short-term rentals, as agreed in a single contract with the resident. Revenue from deferred management fees is recognised over the expected length of stay of a resident. The expected length of stay of a resident is estimated based on historical tenure data, including industry data. The difference between revenue recognised and contractual deferred management fees earned is recognised as deferred revenue (contract liabilities) within Trade and Other Payables.

Revenue from long-term leases and short-term rentals are recognised on a daily basis as services are provided.

Section B: Results for the Year

B1. Revenue from Services and Other Income (continued)

Nature of revenue and cash flows

Residential aged care and home care revenue is disaggregated based on the nature of funding. Revenue is recognised based on the terms and conditions for discretionary and non-discretionary services agreed in a single contract with the resident, which are enforceable primarily on a daily basis.

Imputed income on RADs and Bonds

Other income includes imputed income from the provision of accommodation, which is accounted for as a Lease under AASB 16 *Leases*. Under AASB 16 *Leases*, the fair value of non-cash consideration (in the form of an interest-free loan) received from a resident that has elected to pay a RAD or accommodation bond is required to be recognised as income and correspondingly, interest expense (Note D3) with no net impact on profit or loss.

Change in fair value of investment property

The change in fair value of investment property of \$7,220,000 (2022: \$5,920,000) represents the non-cash revaluation gain associated with the Group's retirement living property portfolio, as assessed by an independent valuer.

Government grants

Government grants which are monetary in nature are recognised when the Group has reasonable assurance that all conditions attached to the grant will be met and the grant will be received. The monetary grant is recognised at an amount equivalent to what will be received. These amounts are considered as other income (refer Note C1).

For non-monetary Government grants, the Group assesses the fair value of the non-monetary asset, or at a nominal amount, and accounts for both grant and asset at that fair or nominal value. Government grants related to assets is presented in the statement of financial position on a gross basis (i.e. asset and liability) and is recognised in profit or loss on a systematic basis over the useful life of the asset.



Key judgement, estimate and assumption: Interest rate applicable to RADs and Bonds

The Group has determined the use of the Maximum Permissible Interest rate ('MPIR') as the interest rate to be used in the calculation of the imputed income on RADs and Bonds. The MPIR is a rate set by the Australian Government and is used to calculate the Daily Accommodation Payment ('DAP') to applicable residents.

Summary of sources of revenue

Source of Revenue	Description	Type of Services
Government funded revenue	Government funded revenue reflects the Group's entitlement to revenue from the Australian Government based upon the specific care and accommodation needs of the individual residents. Revenue funded by the Australian Government is derived under the Group's contracts with customers. Australian Government funded revenue comprises basic subsidy amounts calculated in accordance with the Aged Care Funding Instrument ('ACFI') from 1 July 2022 to 30 September 2022 and the Australian National Aged Care Classification ('AN-ACC') funding model from 1 October 2022, accommodation supplements, funding for short term 'respite' residents and other Government incomes. Revenue is recognised over time as services are provided. Funding claims are submitted / updated daily, and the Australian Government funded revenue is usually received within approximately one month of services having been performed.	Residential aged care and home care

Section B: Results for the Year

B1. Revenue from Services and Other Income (continued)

Summary of sources of revenue (continued)

Source of Revenue	Description	Type of Services
Resident basic daily fee revenue	Residents are charged a basic daily fee as a contribution to the provision of care. The quantum of resident basic daily fees is regulated by the Australian Government and typically increases in March and September each year. Resident basic daily fee revenue is recognised over time as services are provided. Residents are invoiced on a monthly basis and cash is usually received within 30 days from invoice date.	Residential aged care and home care
Other resident revenue	Other resident revenue represents other fees charged to residents in respect of care and accommodation services and includes means tested care fees, Daily Accommodation Payment ('DAP') / Daily Accommodation Contribution ('DAC') revenue, additional services revenue and other income. Other resident revenue is recognised over time as services are provided. Residents are invoiced on a monthly basis and cash is usually received within 30 days from invoice date.	Residential aged care and home care
Other operating revenue	Other operating revenue comprises aged care bond retention amounts and other sundry revenue. Revenue is recognised over time as services are provided. Residents are typically invoiced on a monthly basis and cash is usually received within 30 days from invoice date.	Residential aged care, home care and retirement living
Deferred management fee ('DMF') revenue	DMF revenue represents a fee that is contractually deducted from the ongoing contribution that is paid back to a resident upon exit from a retirement village. DMF revenue is recognised over the expected length of stay of a resident.	Retirement living

Section B: Results for the Year

B2. Segment Information

The Group operates predominantly in the residential aged care sector and also provides home care and retirement living services in Australia. Operating segments are reported in a manner consistent with the internal reporting to the Managing Director and Chief Executive Officer (the chief operating decision maker ('CODM')) who is responsible for allocating resources and assessing performance of the operating segments.

Segment performance is measured by EBITDA adjusted to exclude one-off items ('Underlying EBITDA')¹⁹. Underlying EBITDA represents a non-IFRS earnings measure. A reconciliation of loss before income tax to Underlying EBITDA is set out below:

	2023 \$'000	2022 \$'000
For the year ended		
Loss before income tax	(40,380)	(55,185)
<i>Add back/(deduct):</i>		
Imputed income on RADs and bonds ²⁰	(62,873)	(62,444)
Depreciation ²⁰	45,082	42,070
Amortisation of operational places	81,382	61,037
Operating lease expense	(1,244)	(1,423)
Net finance costs ²⁰	72,895	70,372
COVID-19 and other Government grants	(32,544)	(3,248)
COVID-19 outbreak related expenses	16,540	27,761
Increase in employee entitlements due to Fair Work Commission decision ²¹	7,300	-
Gain on disposal of non-current assets	(11,651)	-
Write-off of capital work-in-progress and other one-off write-downs ²²	12,813	2,898
Fair value gain on investment property	(7,220)	(5,920)
Professional services costs incurred in relation to potential employee underpayments program of work	3,075	2,209
Other net losses ²³	130	-
Underlying EBITDA	83,305	78,127

Revenue from one source, being the Australian Government, constitutes or provides greater than 10 per cent of total revenues received. The amount of revenue recognised from the Australian Government is \$549,619,000 (30 June 2022: \$517,858,000), being revenue as described in Note B1.

¹⁹ Underlying earnings before interest, tax, depreciation and amortisation ('Underlying EBITDA'), which excludes imputed income on RADs and Bonds of \$62,873,000 (30 June 2022: \$62,444,000), \$14,818,000 of net COVID-19 outbreak expenses and other one-off items, and includes operating lease expense of \$1,244,000 (30 June 2022: \$1,423,000), is reported in order to provide shareholders with a greater understanding of the financial performance of the Group.

²⁰ Following adoption of AASB 16 Leases effective 1 July 2019, as detailed in Note B2, profit/loss before income tax for the financial year ended 30 June 2023 includes income on RADs and Bonds of \$62,873,000 (2022: \$62,444,000) and, correspondingly, finance costs of \$62,873,000 (2022: \$62,444,000) with no net impact on profit or loss. In accordance with AASB 16 Leases, the Group also recognised depreciation and interest costs totalling \$1,374,000 (2022: \$990,000) and \$263,000 (2022: \$332,000) respectively.

²¹ Represents increase to employee entitlements expense as at 30 June 2023 required to reflect the Fair Work Commission's decision to increase modern award wage rates by 15% from 30 June 2023.

²² Write-off of capital work-in-progress and other write-downs include (i) \$11,526,000 write-off of costs incurred for development activities in prior periods on projects that are not expected to continue in line with Regis' strategic objectives, and (ii) \$1,287,000 to write-down the carrying amount for operating investment properties held for sale to their fair value.

²³ Other net losses includes \$1,311,000 incurred for regulatory penalties (including external advisors and additional costs) relating to the Sanction and Notice to Agree (NTA) applied to Port Coogee on 11 August 2022 by the Aged Care Quality and Safety Commission (ACQSC) and \$826,000 incurred in relation to other one-off items, offset by \$2,007,000 recognised as gain on lease modification due to the early termination of Regis' head office lease in Armadale, Victoria, which resulted in the re-measurement of the existing lease asset and liability as at 30 June 2023.

Section B: Results for the Year

B3. Income Tax

Reconciliation of the Group's applicable tax rate to the effective tax rate

	2023 \$'000	2022 \$'000
Loss before income tax	(40,380)	(55,185)
At Australia's corporate tax rate of 30% (2022: 30%)	(12,114)	(16,556)
Adjustments with respect to current income tax of previous years	(19)	714
Other non-assessable income/non-deductible expenses	204	(544)
Income tax benefit reported in the statement of profit or loss	(11,929)	(16,386)

Current income tax

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date. Current income tax relating to items recognised in other comprehensive income or directly in equity is also recognised in other comprehensive income or directly in equity and not in profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Major components of income tax expense/(benefit)

	2023 \$'000	2022 \$'000
Current income tax expense/(benefit)	8,548	-
Adjustments with respect to current tax expense of previous years	(19)	714
Adjustments with respect to deferred tax expense of previous years	(695)	-
Deferred tax expense	(19,763)	(17,100)
Income tax benefit reported in profit or loss	(11,929)	(16,386)

Section B: Results for the Year

B3. Income Tax (continued)

Major components of deferred tax

	Statement of financial position		Statement of profit or loss	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Deferred tax liabilities				
Property, plant and equipment	(24,590)	(22,382)	2,208	4,937
Investment property	(10,569)	(8,366)	2,203	(239)
Independent living unit and apartment entry contributions	(3,532)	(3,197)	335	120
Deferred revenue	-	-	-	(134)
Intangible assets	(21,622)	(46,037)	(24,415)	(18,306)
Deferred tax assets:				
Employee benefits	26,799	23,207	(3,592)	1,053
Provisions	13,963	15,360	1,397	(634)
Deferred revenue	154	154	-	(154)
Losses available for offsetting against future taxable income	1,811	3,002	1,191	(3,002)
Other	1,009	1,919	910	(741)
Net deferred tax liabilities	(16,577)	(36,340)		
Deferred tax expense			(19,763)	(17,100)

Deferred tax

Deferred tax is measured at the tax rates and laws that are enacted or substantively enacted at the reporting date and are expected to apply to the year when the asset is realised or the liability is settled.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilised.

Deferred tax liabilities are recognised for taxable temporary differences. Deferred tax assets are recognised for deductible temporary differences, carried forward unused tax assets and unused tax losses only if it is probable that taxable profit will be available to utilise them.

Deferred tax relating to items recognised in other comprehensive income or directly in equity is also recognised in other comprehensive income or directly in equity.

The group is subject only to Australian tax legislation.

Section B: Results for the Year

B3. Income Tax (continued)

Tax consolidation

In 2007, for the purpose of income taxation, Regis Healthcare Limited and its 100% owned subsidiaries formed a tax consolidated group. The entities in the tax group have entered into a tax sharing agreement to limit the joint and several tax liability of 100% owned subsidiaries in the event of a default by the head entity, Regis Healthcare Limited. The tax consolidated group has applied the "Separate Taxpayer within Group" approach in determining the appropriate amount of current taxes and deferred taxes to allocate to members of the tax consolidated group. Entities within the tax consolidated group have entered into a tax funding arrangement with the head entity.

Under the terms of the tax funding arrangement, Regis Healthcare Limited and each of the entities in the tax consolidated group have agreed to pay a tax equivalent payment to, or from, the head entity, based on the current tax liability or current tax asset of the entity. Amounts are reflected in amounts receivable from, or payable to, other entities in the tax consolidated group.

B4. Earnings Per Share (EPS)

	2023	2022
EPS for profit attributable to the ordinary equity holders of Regis Healthcare Limited		
Loss for the period from continuing operations (\$'000)	(28,451)	(38,799)
Weighted average number of ordinary shares for basic EPS (shares, thousands)	300,890	300,821
Adjustment for effect of share-based payment arrangements (shares, thousands)	1,643	321
Weighted average number of ordinary shares for diluted EPS (shares, thousands)	302,533	301,142
Basic earnings per share (cents per share)	(9.46)	(12.90)
Diluted earnings per share (cents per share)	(9.46)	(12.90)

Calculation methodology

EPS is the profit/(loss) after tax (from continuing operations) attributable to ordinary equity holders of Regis Healthcare Limited, divided by the weighted average number of ordinary shares outstanding during the year.

Diluted EPS is calculated on the same basis except that it includes the impact of any potential commitments the Group has to issue shares in the future, unless these would be anti-dilutive.

Between the reporting date and the issue date of the 30 June 2023 Financial Report, there have been no transactions involving ordinary shares or potential ordinary shares that would impact the calculation of EPS disclosed in the table above.

Section C: Operating Assets and Liabilities

IN THIS SECTION

This section explains the Group's operating assets used to generate the Group's trading performance and the liabilities incurred as a result.

C1. Trade and Other Receivables

	2023 \$'000	2022 \$'000
Trade receivables	17,099	11,984
Allowance for impairment loss ²⁴	(1,795)	(1,261)
Other receivables (i)	24,651	7,187
Total trade and other receivables	39,955	17,910

The movement in the allowance for impairment loss in respect of trade receivables during the year was as follows:

	2023	2022
Opening balance	1,261	754
Amounts written-off	(540)	(209)
Net remeasurement of loss allowance	1,074	716
Closing balance	1,795	1,261

(i) Other receivables include \$22,226,000 of COVID-19 Aged Care Support Grant Income owed by the Australian Government.

Receivables and expected credit loss

Receivables are recognised at their transaction price and subsequently measured at amortised cost using the effective interest rate method less any allowance under the expected credit loss ('ECL') model. Regis applies the simplified approach to the ECL calculation used for trade receivables, lease receivables and contract assets, and measures the ECL allowance at an amount equal to lifetime ECL. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the receivables and the economic environment. A write-off of a financial asset is recognised when the Group has no reasonable expectations of recovering the contractual cash flows of a financial asset in its entirety or a portion thereof.

Key judgement, estimate and assumption: Expected credit loss and Government grants

The Group determined that the risk characteristics of its customers were not significantly impacted by COVID-19, higher inflation and interest rate rises during the period. The Group observed there to be no significant change in customer payment patterns and performance following the declaration of the COVID-19 pandemic that would materially impact the ability to collect outstanding trade receivable balances.

The Group considers a financial asset in default when contractual payments are 365 days past due.

The Group recorded in other receivables \$22,226,000 of COVID-19 Aged Care Support Grant Income owed by the Australian Government. Of the \$22,226,000 recognised as a receivable, \$3,621,000 has already been approved by the Australian Government, while \$18,605,000 represents approximately 97% of unapproved claims that are reasonably expected to be received based on historical approval rates. It is reasonably assured that these eligible COVID-19 outbreak costs will be recovered and settled during the 30 June 2024 financial year.

²⁴ Allowance for impairment loss represents (i) \$1,237,000 measured under the expected credit loss ('ECL') model, and (ii) \$558,000 recognised based on a specific debtor provision.

Section C: Operating Assets and Liabilities

C1. Trade and Other Receivables (continued)

Set out below is the information about the credit risk exposure on the Group's trade receivables using a provision matrix. The provision excludes trade receivables from the Australian Government and other state revenue offices, which are considered of low credit risk:

	Total	0-30 Days	31-60 Days	61-90 Days	91-150 Days	151-365 Days	>365 Days
At 30 June 2023							
Gross carrying amount at 30 June 2023 (\$'000)	12,108	4,193	1,224	1,426	1,678	2,392	1,195
Expected credit loss rate (%)		0.0%	0.1%	0.2%	0.4%	1.3%	100%
Expected credit loss (\$'000)	1,237	1	1	3	6	31	1,195
At 30 June 2022							
Gross carrying amount at 30 June 2022 (\$'000)	8,393	2,932	511	869	1,300	1,761	1,020
Expected credit loss rate (%)		0.3%	1.0%	2.1%	3.7%	9.1%	100%
Expected credit loss (\$'000)	1,261	9	5	18	48	161	1,020

C2. Inventories

	2023 \$'000	2022 \$'000
Consumables and medical supplies	1,842	5,163
Total inventories	1,842	5,163

Inventories represent consumables on hand, comprising personal protective equipment and medical supplies. Inventories are recorded at the lower of cost and net realisable value.

C3. Other Current Assets

	2023 \$'000	2022 \$'000
Prepayments	5,730	4,796
GST recoverable	-	1,521
Total other current assets	5,730	6,317

Section C: Operating Assets and Liabilities

C4. Property, Plant and Equipment

	Land & buildings \$'000	Plant & equipment \$'000	Motor vehicles \$'000	Fixtures & fittings \$'000	Leasehold improvements \$'000	Capital work in progress \$'000	Total \$'000
At 30 June 2023							
Cost	1,052,421	353,368	784	88,177	37	26,594	1,521,381
Accumulated depreciation	(171,227)	(197,737)	(683)	(41,508)	(21)	-	(411,176)
Net carrying amount	881,194	155,631	101	46,669	16	26,594	1,110,205
At 30 June 2022							
Carrying amount at 1 July 2022	880,140	149,375	131	49,379	17	30,111	1,109,153
Additions	852	12,337	-	2,912	-	37,804	53,905
Transfers from work in progress	19,565	16,524	-	184	-	(36,273)	-
Transfer to assets held for sale	(866)	-	-	-	-	-	(866)
Write-off	-	-	-	-	-	(5,048)	(5,048)
Disposals	(2,600)	(328)	-	(303)	-	-	(3,231)
Depreciation expense*	(15,897)	(22,277)	(30)	(5,503)	(1)	-	(43,708)
Carrying amount at 30 June 2023	881,194	155,631	101	46,669	16	26,594	1,110,205
At 30 June 2022							
Cost	1,036,482	330,394	937	87,057	37	30,111	1,485,018
Accumulated depreciation	(156,342)	(181,019)	(806)	(37,678)	(20)	-	(375,865)
Net carrying amount	880,140	149,375	131	49,379	17	30,111	1,109,153
At 30 June 2021							
Carrying amount at 1 July 2021	854,014	153,434	205	48,750	18	45,161	1,101,582
Additions	15,837	10,190	-	3,430	-	19,508	48,965
Transfers from work in progress	26,495	6,100	-	1,895	-	(34,490)	-
Disposals	-	(153)	(12)	(81)	-	(68)	(314)
Depreciation expense*	(16,206)	(20,196)	(62)	(4,615)	(1)	-	(41,080)
Carrying amount at 30 June 2022	880,140	149,375	131	49,379	17	30,111	1,109,153

* Excludes depreciation charge of \$1,374,000 (2022: \$990,000) in relation to right-of-use assets (refer Note C5).

Land and buildings relate to the Group's aged care facilities associated with the provision of residential aged care services.

Land and buildings relate to the Group's portfolio of 63 residential aged care homes in Australia. From time to time, the Directors obtain independent market value assessments of the Group's residential aged care homes and associated land and buildings for the purposes of its banking arrangements and property portfolio management activities. These market value assessments indicate that the current value of those land and buildings subject to valuations exceeds their carrying value at 30 June 2023. In accordance with the Group's accounting policy, land and buildings are recorded at historical cost less accumulated depreciation and any recognised impairment. These valuations have not been subject to audit by the Group's external auditor.

Section C: Operating Assets and Liabilities

C4. Property, Plant and Equipment (continued)

Property, plant and equipment

Property, plant and equipment is carried at cost less accumulated depreciation and any recognised impairment. Cost comprises of expenditure that is directly attributable to the acquisition of the item and subsequent costs incurred that are eligible for capitalisation. Repairs and maintenance costs are charged to profit or loss during the period in which they are incurred.

Depreciation is calculated on a straight-line basis over the estimated useful life of the asset as follows:

- Buildings: 40 years
- Plant and equipment: 5-20 years
- Motor vehicles: 4-8 years
- Fixtures and fittings: 3-10 years
- Leasehold improvements: 3-5 years

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year-end and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on de-recognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the item) is included in the profit or loss when the item is derecognised.

Property, plant and equipment is tested for impairment at the cash generating unit ('CGU') level.

Where there is an indication that an asset or CGU to which an asset belongs may be impaired (which is assessed at least at each reporting date) an impairment test is performed by comparing the recoverable amount of a CGU against its carrying amount as described in Note C6.

No indicators of impairment were identified for property, plant and equipment for the year ended 30 June 2023.

Assets under construction

Property, plant and equipment under construction is included within 'capital work in progress'. Capital expenditure incurred in the course of development activities are carried at cost, less any recognised impairment loss. Cost includes construction costs, professional fees, internal wage expenses directly attributable to the development activities and, for qualifying assets borrowing costs capitalised in accordance with the Group's accounting policy (refer Note D3). Upon completion, the asset is reclassified as land and buildings, plant and equipment, or fixtures and fittings as applicable. During the year, the Group completed refurbishments of various facilities. Such projects are short-term in nature. On completion, the cost of the asset is classified within plant and equipment or fixtures and fittings.

Section C: Operating Assets and Liabilities

C5. Leases

(a) Regis as lessee

Amounts recognised in the consolidated statement of financial position

	2023 \$'000	2022 \$'000
Right-of-use assets		
Property leases	3,123	3,686
Plant and equipment and motor vehicles	383	619
Total right-of-use assets	3,506	4,305
Lease liabilities		
Lease liabilities - current	790	1,040
Lease liabilities - non-current	2,945	5,223
Total lease liabilities	3,735	6,263

Additions to the right-of-use assets amounted to \$3,507,000 during the year (2022: \$298,000).

Amounts recognised in the statement of profit or loss and other comprehensive income

	2023 \$'000	2022 \$'000
Depreciation expense of right-of-use assets		
Property leases	1,180	623
Plant and equipment and motor vehicles	194	368
Total depreciation expense of right-of-use assets	1,374	991
Other expenses relating to leases		
Interest expense (included in finance costs)	263	332
Total other expenses relating to leases	263	332

Total cash outflow for leases for the year was \$1,244,000 (2022: \$1,423,000).

Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any re-measurement of lease liabilities. The cost of right-of-use assets includes the amount of the initial measurement of the lease liability and any lease payments made at or before the commencement date less any lease incentives received, any initial direct costs and restoration cost. Unless the Group is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognised right-of-use assets are depreciated on a straight-line basis over the shorter of estimated useful life and the lease term.

The lease term is the non-cancellable period of a lease together with the lease period under reasonably certain extension options and periods covered by an option to terminate the lease if the lessee is reasonably certain not to exercise that option.

Each right-of-use asset is depreciated on a straight-line basis over the shorter of the lease term and the useful life of the underlying asset. The Group's right-of-use assets relate to office premises and are depreciated over 5 years.

Regis tests right-of-use assets for impairment where there is an indicator that the asset may be impaired in accordance with impairment testing detailed at Note C6.

Section C: Operating Assets and Liabilities

C5. Leases (continued)

Lease liabilities

Lease liabilities are initially measured at the present value of lease payments to be made over the lease term discounted using the interest rate implicit in the lease. If that cannot be determined, Regis' incremental borrowing rate is used.

Lease payments used in calculating the liability include:

- Fixed payments (including in-substance fixed payments) less any lease incentives receivable
- Variable lease payments that depend on an index or a rate at commencement date
- Lease payments to be made under options for extension which are reasonably certain to be exercised
- Payments of penalties for terminating a lease, if the lease term reflects Regis exercising that option
- Amounts expected to be paid under residual value guarantees

Lease liabilities are subsequently measured by increasing the carrying amount to reflect interest on the lease liability, reducing the carrying amount to reflect the lease payments made, and re-measuring the carrying amount to reflect any reassessment or lease modifications. Interest on the lease liability and any variable lease payments not included in the measurement of the lease liability are recognised as an expense in the period which the event or condition that triggers the payment occurs.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Payments associated with lease terms of 12 months or less and leases of low value assets are recognised in profit or loss, when the expense is incurred.

Key judgement, estimate and assumption: lease term and incremental borrowing rate

Lease term

The term of each lease was based on the non-cancellable lease term unless management was 'reasonably certain' to exercise options to extend the lease. The Group has lease contracts that include extension options. These options are negotiated to provide flexibility in managing the Group's business needs. Management exercises significant judgement in determining whether these extension and termination options are reasonably certain to be exercised such as the cost of relocation and has included such options within the lease term.

Incremental borrowing rate

The Group uses an incremental borrowing rate ('IBR') if the interest rate implicit in the lease is not readily determinable. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR reflects what the Group would have to pay, which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the IBR using observable inputs, such as market interest rates, when available and is required to make certain estimates specific to the Group such as a subsidiary's stand-alone credit rating.

(b) Regis as lessor

Contracts with residents contain provisions for accommodation, use of common areas/facilities for provision of care and other services. The Group's contractual arrangements relating to the provision of residential aged care and retirement living accommodation are leases pursuant to AASB 16 *Leases*, being the exclusive right to the use of a room/unit by a resident.

For residential aged care accommodation arrangements where the resident has elected to pay a RAD or accommodation bond, the Group receives a financing benefit, in the form of an interest-free loan. Under AASB 16 *Leases*, the fair value of this non-cash consideration is required to be recognised as income (to reflect the interest-free loan financing benefit received on RADs and accommodation bonds) as disclosed in Note B1 and, correspondingly, interest expense (to record the financial liability associated with RADs and accommodation bonds at fair value) as disclosed in Note D3 with no net impact on profit or loss.

Section C: Operating Assets and Liabilities

C6. Operational Places and Goodwill

	Operational places \$000	Goodwill \$000	Total \$000
At 30 June 2023			
Cost	229,973	262,173	492,146
Accumulated depreciation and impairment	(148,593)	(22,235)	(170,828)
Net carrying amount	81,380	239,938	321,318
Carrying amount at 1 July 2022	162,762	239,938	402,700
Amortisation	(81,382)	-	(81,382)
Carrying amount at 30 June 2023	81,380	239,938	321,318
At 30 June 2022			
Cost	229,973	262,173	492,146
Accumulated depreciation and impairment	(81,382)	(22,235)	(89,446)
Net carrying amount	162,762	239,938	402,700
Carrying amount at 1 July 2021	223,799	239,938	463,737
Amortisation	(61,037)	-	(61,037)
Carrying amount at 30 June 2022	162,762	239,938	402,700

Available operational places

An 'available operational place' refers to a place that was allocated and has since become available for a person to receive residential aged care, being commonly referred to as "operating places" or "bed licences." In previous periods, available operational places were assessed as having an indefinite useful life as they are issued for an unlimited period. However, in May 2021 the Australian Government announced that there will be no further Aged Care Approval Rounds (ACAR). From 1 July 2024, residential aged care places will be assigned directly to senior Australians, giving consumers more control to choose an approved provider that best suits their residential aged care needs. In September 2021, the Department of Health and Aged Care (DHAC) released a discussion paper *Improving Choice in Residential Aged Care – ACAR Discontinuation* confirming the Australian Government's Budget decision to discontinue the ACAR. As a result, the Australian Government announced its decision to discontinue operational places/bed licences from 1 July 2024. In accordance with Accounting Standards and guidelines issued by the Australian Securities and Investments Commission ("ASIC") and the Company's current understanding of the relevant legislation and transitional arrangements relating to the removal of bed licences, the Group has reassessed the useful life of its operational places. Consequently, Regis commenced amortising the value of operational places from 1 October 2021 on a straight line basis over their remaining economic life to 30 June 2024. This has resulted in a before tax amortisation expense in the profit and loss for the year ended 30 June 2023 of \$81,382,000 (30 June 2022: \$61,037,000) with no impact to the cash flows of the Group. In addition, a related deferred tax liability of \$24,415,000 (30 June 2022: \$18,311,000) has been partially reversed.

Operational places are tested for impairment if events or changes in circumstances indicate that it may be impaired. Impairment testing is performed as described in the '*Impairment testing of goodwill and operational places*' section below.

Goodwill

Goodwill represents the excess of the cost of an acquisition over the fair value of the net identifiable assets of the acquiree at the date of acquisition.

Goodwill, that has an indefinite life, is not subject to amortisation and is tested annually for impairment or more frequently if events or changes in circumstances indicate that it may be impaired. Impairment losses relating to goodwill cannot be reversed in future periods. Impairment testing is performed as described in the '*Impairment testing of goodwill and operational places*' section below.

Section C: Operating Assets and Liabilities

C6. Operational Places and Goodwill (continued)

Key judgement, estimate and assumption: Useful life of operational places

The Group's assessment of the useful life of operational places is based on the Group's current understanding of the relevant legislation and transitional arrangements relating to the ACAR abolishment as from 1 July 2024. Any change to these arrangements or to other facts and circumstances may impact this assessment in future periods.

Impairment testing of goodwill and operational places

Goodwill and operational places are allocated entirely to the Aged Care operating segment for the purposes of impairment testing because it is this CGU that is expected to benefit from these assets.

Regis performs impairment testing of goodwill annually and impairment testing on goodwill and operational places when indicators of impairment exist by comparing the recoverable amount of the CGU against its carrying value. An impairment loss is recognised for the amount by which the CGU's carrying amount exceeds its recoverable amount. Recoverable amount is the higher of the CGU's fair value less costs of disposal and value-in-use. The carrying value of the CGU is determined on a basis consistent with the way the recoverable amount of the CGU is determined. The carrying value of the CGU represents those assets and liabilities that can be directly attributed or allocated on a reasonable and consistent basis.

Impact of climate-related events on recoverable amount

Climate change may affect non-current asset impairment considerations via adverse climate conditions and events, such as floods and bushfires, that may cause damage and/or result in reduced demand in affected areas. In addition, building design standards to enhance resilience coupled with the transition to a lower carbon economy may lead to increased build, maintenance and operating costs. Consideration has been given to the potential financial impacts of these factors on the carrying value of goodwill and other non-current assets through a qualitative review of Regis' climate change risk assessment. The review did not identify any material financial reporting impacts. Notwithstanding, when calculating the 'value-in-use' valuation of an asset or CGU, future forecast cash flows incorporate capital expenditure associated with the Group's current sustainability commitments.

Key judgement, estimate and assumption: Recoverable amount

The assessment of the recoverable amount of goodwill and operational places involves significant areas of estimation and judgement by management. These judgements relate to the level of future Australian Government funding and market conditions including facility occupancy levels. The key assumptions considered by management are detailed below.

The recoverable amount of a CGU is determined on a value-in-use calculation basis using discounted cash flow projections from financial forecasts approved by management covering a five-year period, after which a terminal value is applied, based on management's view of the longer-term growth profile of the business. The recoverable amount used to test the carrying amount is based on forward-looking assumptions which are uncertain. It has been assumed that the new AN-ACC funding model, which was introduced during the year, will have a cost neutral impact on the profitability of the business over the five-year forecast period. The key assumptions include:

Assumption	Description
Discount rate	The discount rate (post-tax) of 9.3% (2022: 9.3%) applied to the cash flows for the CGU represents the current market assessment of the risk specific to the CGU, taking into consideration the time value of money and the individual risks of the underlying assets that have not been incorporated into the cash flow estimates. Further changes to the discount rate may be necessary in the future to reflect changing risks of the CGU and changes in the weighted average cost of capital.
Long-term growth rate and occupancy rate	The long-term growth rate of 2.0% (2022: 2.0%) reflects an assessment of inflation and perpetual growth using economic data. The occupancy rate remains relatively stable over the longer-term.
Net RAD and accommodation bond cash flow	Based on internal expectations in relation to potential RAD movements and adjusted accordingly considering the average value of RADs received.

Section C: Operating Assets and Liabilities

C6. Operational Places and Goodwill (continued)

Impairment testing

Based on results of impairment testing, no impairment of goodwill or operational places has been recognised in the current year.

No impairment of goodwill was recognised in the prior year.

C7. Investment Property

Investment property relates to interests in operating retirement villages (comprising independent living units and apartments) and retirement village development sites held to earn revenue and capital appreciation over time.

	2023 \$'000	2022 \$'000
Carrying amount at beginning of financial year	163,120	158,646
Additions due to capital expenditure	1,786	1,452
Sale of investment property (iii)	(45,629)	-
Amounts written-off (iv)	(6,582)	(2,898)
Transfer to assets held for sale (refer Note C10)	(3,316)	-
Change in fair value of operating investment properties (i)	1,850	560
Change in fair value of investment property development sites (ii)	5,370	5,360
Carrying amount at the end of the financial year	116,599	163,120

- (i) The change in fair value of the operating investment properties in both the current and prior period relates to the retirement living operations in Queensland that were acquired in 2016 and the retirement living operation in Tasmania.
- (ii) The change in fair value of the investment property development sites in the current period relates to the Blackburn South retirement village property in Melbourne.
- (iii) Represents the book value of investment property in relation to the sale of the Hollywood retirement village and vacant land in Western Australia in June 2023.
- (iv) Included within Administration expenses in profit or loss.

Impact of climate-related events on property valuations

Climate change may affect Regis' investment property values via adverse weather conditions that may cause damage, lost income, and/or reduced useful lives at affected properties and via increased regulation requiring enhanced building and design standards to minimise the impact on the environment, both during construction and throughout their operating life.

As part of the valuation process for investment properties, the Group has considered the impact of environmental, social and governance factors. Independent valuations prepared to assess the fair value of the Group's investment properties are conducted in accordance with the guidelines and valuation principles as set by the Australian Property Institute (API) and the International Valuation Standards Council (IVSC). In assessing the implications of sustainability in property valuations under the API and IVSC valuation standards, consideration is given to environmental factors that can or do impact on the valuation of an asset.

Investment property

Investment property is initially measured at cost, including transaction costs and subsequently at fair value with any change therein recognised in the statement of profit or loss. In addition, the tax base of the investment property is measured on the assumption that the carrying amount of investment property will be recovered entirely through sale, rather than through use.

Section C: Operating Assets and Liabilities

C7. Investment Property (continued)

Fair value measurement, valuation techniques and inputs

Operating investment properties

Fair value of operating retirement villages has been determined by independent appraisers by using a discounted cash flow valuation methodology. These valuations are based on projected cash flows using current resident contracts and current available market data for similar retirement units / properties.

Investment property development sites

Development sites contain vacant land and are valued on the basis of vacant possession for redevelopment, which is consistent with their highest and best use.

Fair value has been determined based on external valuations performed by an independent appraiser with a recognised professional qualification and recent experience in the location and category of property being valued. Fair value of development sites was determined with regard to recent market transactions of similar properties in similar locations to the Group's development sites and discounted cash flows. Fair value varies depending on location and current market conditions. For any investment properties under construction whereby the Group cannot reliably measure the property's fair value, the Group recognises that investment property under construction at cost until either its fair value becomes reliably measurable or construction is completed (whichever is earlier).



Key judgement, estimate and assumption: Investment property valuation assumptions

Investment property valuations are subject to key market-based assumptions including discount rates, the current market value of residential units and the growth in those values over time. Given the volatility in markets and the lack of certainty around economic recovery, it is possible there will be movements in these key inputs after 30 June 2023. Demand may also be positively or negatively impacted by potential residents' perceptions of the advantages and disadvantages of living in a retirement community at this time.

To illustrate the exposure of the carrying amount of investment properties at 30 June 2023 to further fair value movements as a result of changes in the economic environment, a sensitivity analysis of fair value has been prepared for the key value drivers, as disclosed in the table below.

While it is unlikely that these drivers would move in isolation, these sensitivities have been performed independently to illustrate the impact each individual driver has on the fair value. These assumptions do not represent management's estimate at 30 June 2023.

Investment property is classified as Level 3 in the fair value hierarchy as defined at Note D6.

Section C: Operating Assets and Liabilities

C7. Investment Property (continued)

The following significant unobservable inputs are used to measure the fair value of the investment properties:

Operating investment properties		
Inputs used to measure fair value	30 June 2023	Sensitivity
Discount rate	14% - 15%	Increasing / decreasing the discount rates by 50 basis points would decrease / increase fair value by \$960,000 and \$1,043,000 respectively.
Property price growth rates - medium term	3% - 4%	Increasing / decreasing the property price growth rates by 50 basis points would increase / decrease fair value by \$2,263,000 and \$2,055,000 respectively.
Property price growth rates - longer term	3% - 4%	
Investment property development sites		
Inputs used to measure fair value	30 June 2023	Sensitivity
Discount rate	7% - 7.5%	Increasing / decreasing the discount rate by 50 basis points would decrease / increase fair value by \$1,554,000 and \$1,609,000 respectively.
Property price growth rates - medium term	Nil	Increasing / decreasing the property price growth rates by 50 basis points would increase / decrease fair value by \$262,000 and \$262,000 respectively.
Property price growth rates - longer term	Nil	
Average tenure of residents	6 - 7 years	Increasing / decreasing the average tenure period by 6 months would decrease / increase fair value by \$1,858,000 and \$1,926,000 respectively.

Section C: Operating Assets and Liabilities

C8. Trade Payables and Other Liabilities

	2023 \$'000	2022 \$'000
Trade payables	12,447	13,255
Other payables	37,824	42,857
Deferred revenue	4,060	5,991
GST payable	2,251	-
Total trade payables and other liabilities	56,582	62,103

Trade payables and other payables

Liabilities for trade and other payables are recognised initially at fair value less transaction costs and are subsequently carried at amortised cost. All amounts are non-interest bearing and have an average term of 30 days.

Deferred revenue and fees received in advance

Deferred revenue includes bond retention fees and deferred management fees and are expected to be recognised as revenues over a period of 1 to 9 years. Decreases in these balances generally represent the recognition of revenues. Increases in the balance for deferred management fees generally represent deferred management fees contractually accruing.

Deferred revenue and fees received in advance are contract liabilities.

Fees received in advance are expected to be recognised as revenue within one year. Decreases in this balance represent the recognition of revenues and increases represent fees received through Australian Government and resident funding.

Revenue recognised from amounts included in contract liabilities at the beginning of the financial year was \$1,651,000 (2022: \$1,831,000).

The carrying amount of payables at balance date approximates their fair value.

Section C: Operating Assets and Liabilities

C9. Provisions

	2023 \$'000	2022 \$'000
Current		
Employee entitlements	86,831	73,216
Other provisions	37,700	37,900
Total current provisions	124,531	111,116
Non-Current		
Employee entitlements	4,867	5,771
Total non-current provisions	4,867	5,771

The current provision for employee entitlements includes annual leave entitlements, which are presented as current although the Group does not expect to settle the full amount within the next 12 months.

Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Where the Group expects some or all of a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. The expense relating to any provision is recognised in profit or loss net of any reimbursement.

Annual leave, long service leave and other employee entitlements

Provisions are recognised for annual leave, long service leave and long-term incentives.

For employee benefits expected to be paid within twelve months, the liability is measured at the amount expected to be paid. The liability expected to be paid after twelve months is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. The liability that has vested at the reporting date is included in the current provision for employee entitlements. The liability that has not vested at the reporting date is included in the non-current provision for employee entitlements.

The current provision for employee entitlements includes annual leave entitlements, which are presented as current although the Group does not expect to settle the full amount within the next 12 months. The amount of annual leave that is not expected to be settled within the next 12 months is \$15,476,000 (30 June 2022: \$13,024,000).

Potential Employee Entitlement Underpayments

As disclosed in the 2022 Annual Financial Report, Regis announced to the ASX on 9 August 2021 that it had identified potential underpayments of employee entitlements to certain current and former employees under its enterprise agreements.

These payment shortfalls had arisen because some employee entitlements due under various enterprise agreements were recorded inaccurately in the payroll system. This has led to incorrect payments to a number of employees.

Regis, with the assistance of external advisors, continues to determine the extent of the underpayments. Based on additional analysis undertaken during the current period, Regis has maintained a provision of \$37,700,000 as at 30 June 2023. Remediation is expected to occur in the first half of the 30 June 2024 financial year.



Key judgement, estimate and assumption: Potential employee entitlements underpayments provision

Estimating the provision for remediation of the potential employee entitlement underpayments requires the legal interpretation of certain complex enterprise agreement clauses, that vary across the states and territories of Australia, and the application of these to a large volume of employee data. Based on advice from external advisors, the Group has exercised significant judgement in determining how these matters are dealt with in estimating the provision at 30 June 2023.

Section C: Operating Assets and Liabilities

C10. Assets Held For Sale

During the period, the Board of Directors approved the plan to sell several operating investment properties located in Queensland and vacant land. The sale of the operating investment properties and the vacant land are expected to be completed within a year from the reporting date. At 30 June 2023, these assets were classified as assets held for sale.

Major classes of assets and liabilities of the operating investment properties and the vacant land classified as assets held for sale as at 30 June 2023 are as follows:

	2023 \$'000	2022 \$'000
Assets		
Operating investment properties	3,316	-
Write-down of operating investment properties	(1,287)	-
Vacant land	866	-
Assets held for sale	2,895	-
Liabilities		
Independent living unit and apartment (ILU/ILA) entry contributions	(745)	-
Liabilities directly associated with assets held for sale	(745)	-
Net assets directly associated with assets held for sale	2,150	-

Write-down of operating investment properties

Immediately before the re-classification of the operating investment properties to assets held for sale, the recoverable amount was determined based on independent valuation. Following the re-classification, a write-down of \$1,287,000 was recognised as at 30 June 2023 to reduce the carrying amount of the operating investment properties to their fair value less costs to sell. This was recognised as a one-off cost in the statement of profit or loss (within administration expenses). Fair value measurement disclosures provided in Note C7.

Section D: Capital Structure and Financing

IN THIS SECTION

This section outlines how Regis manages its capital structure and related financing costs, including its balance sheet liquidity and access to capital markets.

The Board determines the appropriate capital structure of Regis; specifically, how much is raised from securityholders (equity) and how much is borrowed from financial institutions and capital markets (debt), in order to finance Regis' activities both now and in the future. The Board considers Regis' capital structure and its dividend and distribution policy at least twice a year ahead of announcing results, in the context of its ability to continue as a going concern, to execute the strategy and to deliver its business plan.

D1. Cash and Cash Equivalents

	2023 \$'000	2022 \$'000
Reconciliation of cash and cash equivalents		
Cash at bank (i)	61,211	3,838
Cash on hand	109	313
Total cash and cash equivalents	61,320	4,151
Bank overdraft (Note D2)	-	(11,397)
Total cash and cash equivalents for Statement of Cash Flows	61,320	(7,246)

(i) Cash at bank as at 30 June 2023 includes net proceeds from sale of Hollywood Retirement Village and vacant land in Western Australia amounting to \$52,625,000 (exclusive of GST).

Cash and cash equivalents

Cash and cash equivalents in the consolidated statement of financial position comprise cash at bank, cash on hand and short-term deposits with an original maturity of three months or less. For the purposes of the consolidated statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts.

The weighted average effective interest rate applicable to cash and cash equivalents for the year was 2.15% (2022: 0.22%).

D2. Interest-Bearing Loans and Borrowings

	2023 \$'000	2022 \$'000
Current		
Bank overdraft - secured	-	11,397
Non-current		
Bank loans - secured	67,335	95,664
Total loans and borrowings	67,335	107,061

Loans and borrowings

Interest-bearing loans and borrowings are recognised initially at fair value less directly attributable transaction costs and are subsequently stated at amortised cost. Any difference between amortised and redemption value is recognised in profit or loss over the period of the borrowing using the effective interest rate method. The effective interest rate amortisation is included in finance costs in profit or loss. The carrying amount of interest-bearing loans and borrowings is materially the same as the fair value.

The interest expense on these instruments is shown in Note D3. The weighted average effective interest rate applicable to debt for the year was 6.71% (2022: 4.92%).

Section D: Capital Structure and Financing

D2. Interest-Bearing Loans and Borrowings (continued)

Bank facilities

As at 30 June 2023, the Group has syndicated bank debt of \$405,000,000 comprising the following:

	Maturity in the financial year ending	Facility limit \$'000	Utilised at balance date \$'000	Unused at balance date \$'000
Facility A	March 2026	150,000	52,826	97,174
Facility B	March 2027	175,000	-	175,000
Facility C	March 2027	70,000	16,549	53,451
Bank guarantee facility	March 2027	10,000	936	9,064
Total syndicated bank debt facilities		405,000	70,311	334,689
Add: Overdraft facility	March 2027	25,000	-	25,000
Total facilities		430,000	70,311	359,689
Less: Bank guarantee facility			(936)	
Less: Overdraft facility			-	
Less: Establishment costs			(2,040)	
Total loans and borrowings			67,335	

Regis has a syndicated debt bank facility, which provides sufficient liquidity to meet currently anticipated cash flow requirements. In December 2022, Regis completed a refinance of its existing syndicated bank debt facilities and elected to reduce the overall facility from \$515,000,000 to \$405,000,000, in recognition of anticipated working capital and investment requirements. Under the terms of the new agreement, \$255,000,000 matures in March 2027, and \$150,000,000 matures in March 2026. As at 30 June 2023, the undrawn amount of bank facilities was \$334,689,000.

D3. Finance Costs

	2023 \$'000	2022 \$'000
Interest expense on bank loans and overdrafts	5,054	1,771
Interest on refundable RADs	4,383	3,599
Imputed interest charge on RADs and Bonds	62,873	62,444
Interest expense on lease liabilities	263	332
Other	2,754	3,697
Sub-total finance costs	75,327	71,843
Less borrowing costs capitalised	(1,727)	(1,462)
Total finance costs	73,600	70,381

Section D: Capital Structure and Financing

D3. Finance Costs (continued)

Interest income is recognised in profit or loss as it accrues using the effective interest rate method.

Interest expense consists of interest and other costs that Regis incurs in connection with the borrowing of bank loans and overdrafts.

Borrowing costs

Borrowing costs are expensed as incurred except to the extent that they are directly attributable to the acquisition, construction or production of a qualifying asset such as investment properties or capital works in progress. Qualifying assets are assets that necessarily take a substantial period of time to reach the stage of their intended use or sale.

Borrowing costs are capitalised to the cost of the assets while in active development until the assets are ready for their intended use or sale. Total interest capitalised does not exceed the net interest expense in any period. Capital development project carrying values recognised in Capital Work in Progress, including all capitalised interest attributable to projects, continue to be recoverable based on the latest project feasibility studies. In the event the development is suspended for an extended period of time or the decision is taken to dispose of the asset, the capitalisation of borrowing costs is also suspended. The capitalisation rate used to determine the amount of borrowing costs eligible for capitalisation is 3.09% (2022: 2.01%).

D4. Other Financial Liabilities

	2023 \$'000	2022 \$'000
Refundable accommodation deposits (RADs) and bonds	1,306,071	1,267,547
Independent living unit and apartment (ILU/ILA) entry contributions	45,418	44,797
Re-classification to liabilities directly associated with assets held for sale (Refer Note C10)	(745)	-
Total other financial liabilities	1,350,744	1,312,344

Refundable accommodation deposits

A Refundable Accommodation Deposit ('RAD') is a non-interest-bearing deposit paid or payable to an Approved Provider by a resident for the resident's accommodation in an aged care facility.

Prior to 1 July 2014, lump sum RADs were referred to as accommodation bonds. Accommodation bonds were not payable by residents paying a high care accommodation payment. From 1 July 2014, under the Living Longer Living Better reforms, residents can choose to pay a full lump sum ('RAD'), a regular rental-type payment called a Daily Accommodation Payment ('DAP'), or a combination of both.

Accommodation bond balances are reduced by annual retention fees charged in accordance with the Aged Care Act 1997. However, retention fees are not applicable to post 1 July 2014 RADs.

RADs are refunded after a resident departs a facility in accordance with the Aged Care Act 1997. RAD refunds are guaranteed by the Australian Government under the prudential standards legislation. Approved Providers are required to have sufficient liquidity to ensure they can refund RAD balances as they fall due in the following twelve months. Providers are also required to implement and maintain a liquidity management strategy. As there is no unconditional right to defer payment for 12 months, RAD liabilities are recorded as current liabilities.

The RAD liability is spread across a large portion of the resident population and therefore the repayment of individual balances that make up the current balance will be dependent upon the actual tenure of individual residents. Tenure can be more than ten years but averages approximately three years. Usually (but not always), when an existing RAD is repaid it is replaced by a new RAD from an incoming resident.

RADs and accommodation bonds are recognised initially at fair value (being the cash received) and subsequently measured at amortised cost using the effective interest rate method. Due to the short-term nature of RADs, their carrying value at balance date approximates their fair value.

Section D: Capital Structure and Financing

D4. Other Financial Liabilities (continued)

Independent living unit and apartment entry contributions ('Entry Contributions')

Entry contributions relate to Independent Living Unit ('ILU') and Independent Living Apartment ('ILA') residents. An Entry Contribution is the amount a resident lends to Regis, equivalent to the market value of the ILU/ILA in exchange for a lease to reside in the facility and have access to community facilities owned and maintained by Regis.

Entry contributions are non-interest bearing and are recognised at fair value through profit or loss with resulting fair value adjustments recognised in profit or loss. Fair value is the amount payable on demand and is measured as the principal amount plus the resident's share of any increases in the market value of the occupied ILU/ILAs (for contracts that contain a capital gain share clause) net of deferred management fees contractually accruing up to the reporting date and other amounts owing by residents, which are deducted from the loan on repayment following the resident's departure.

Entry contributions are settled after a resident vacates the property and the terms and conditions are governed by applicable Australian state-based Retirement Village Acts.

Entry contributions are classified as level 2 in the fair value hierarchy as defined in Note D6.

D5. Financial Risk Management and Objectives

The Group's principal financial liabilities comprise of trade and other payables, accommodation bonds, refundable accommodation deposits (RADs), independent living unit and apartment (ILU/ILA) contributions and interest-bearing loans and borrowings which are held mainly to finance the Group's operations. The Group's principal financial assets include trade and other receivables (excluding GST and prepayments), and cash and cash equivalents that are derived directly from its operations. The Group is exposed to market risk, credit risk and liquidity risk.

Primary responsibility to review, oversee and report to the Board on the Group's financial risk management systems and strategies rests with the Audit, Risk & Compliance Committee operating within an approved policy under the authority of the Board. The Group uses various methods to measure and manage different types of risks to which it is exposed. The Board ensures that the Group's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Group's policies and risk objectives which have been agreed upon by the Board. These are summarised below.

Market risk

Market risk is the risk that the fair value or future cash flows of financial instruments will fluctuate due to changes in market variables such as interest rates and resident accommodation prices. Financial instruments affected by market risk include cash, loans and borrowings, RADs and DAPs and derivative financial instruments. Market risk is managed and monitored by using sensitivity analysis, and minimised through ensuring that all operational activities are undertaken in accordance with established internal and external guidelines, financing and investment strategies of the Group.

Interest rate risk

The Group's exposure to interest rate risk primarily relates to the Group's bank loans and borrowings when drawn. Interest rate risk arises from the possibility that changes in interest rates will affect future cash flows or the fair values of financial instruments. When bank borrowings are drawn, the Group reviews its exposure on a monthly basis and monitors its position in respect of fixing interest rates, leaving them as floating rates or a combination of both. The Group constantly monitors its interest rate exposure. Within this analysis, consideration is given to potential renewals of existing positions, alternative financing options and the mix of fixed and variable interest rates.

The Group primarily manages this risk exposure through entering into interest rate swaps from time to time, in which the Group agrees to exchange, at specified intervals, the difference between fixed and variable rate interest amounts calculated by reference to an agreed upon notional principal amount. There are no open interest rate swaps at the reporting date (2022: nil).

The Group's exposure to interest rate risks and the effective interest rate of financial assets and liabilities both recognised and unrecognised at the reporting date are disclosed in the table below. All other financial assets and liabilities are non-interest bearing.

At reporting date, all of the Group's cash and cash equivalents (Note D1) and interest-bearing loans and borrowings (Note D2) are exposed to Australian variable interest rate risk.

Section D: Capital Structure and Financing

D5. Financial Risk Management and Objectives (continued)

Interest rate risk (continued)

As at 30 June 2023, if interest rates had moved, as illustrated in the table below, with all other variables held constant, post-tax profit and equity would have been affected as follows:

	Post-tax profit		Equity	
	Higher / (lower)		Higher / (lower)	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Consolidated				
+1% (100 basis points)	(42)	(721)	(42)	(721)
-1% (100 basis points)	42	721	42	721

Price risk

The Group's exposure to price risk primarily relates to the risk that the Australian Government, through the Department of Health and Aged Care (DHAC), alters the rate of funding provided to Approved Providers of residential aged care services. A fluctuation in the rate of Government funding may have a direct material impact on the revenue of the Group. In addition, the DHAC also administers the pricing of resident contributions.

Credit risk

Credit risk is the risk that the counterparty will not meet its obligations under a financial instrument or customer contract, thus leading to a financial loss. The Group's exposure to credit risk arises from potential default of the counterparty, with a maximum exposure equal to the carrying amount of the asset. The Group does not hold any credit derivatives to offset its credit exposure. Receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is insignificant. The current economic environment, including the impact of COVID-19, higher inflation and interest rate rises have been considered in determining the Group's exposure to credit risk.

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting obligations associated with financial liabilities. This risk is controlled through monitoring forecast cash flows and ensuring adequate access to financial instruments that are readily convertible to cash. In addition, the Group maintains sufficient cash and cash equivalents to meet normal operating requirements. Also, as part of the Group's compliance with the *User Rights Principles 1997* (made under the *Aged Care Act 1997*), the Group maintains a liquidity management strategy to ensure that it has sufficient liquidity to enable it to refund RAD and accommodation bond balances that are expected to fall due within at least the next 12 months.

The following table reflects all contractual fixed pay-offs and receivables for settlement, repayments and interest resulting from recognised financial assets and liabilities, including derivative financial instruments as at 30 June 2023. The undiscounted cash flows for the respective upcoming financial years are presented. Cash flows for financial assets and liabilities without fixed amount or timing are based on conditions existing at 30 June 2023.

Section D: Capital Structure and Financing

D5. Financial Risk Management and Objectives (continued)

The Group monitors its liquidity risk through rolling cash forecasts. The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of debt finance and operational cash flow. Access to sources of funding is sufficiently available with the Group being able to refinance debt when it becomes due. Maturity analysis of financial assets and liabilities is as follows:

	Note	1-12 Months \$'000	1-5 Years \$'000	More than 5 Years \$'000	Total \$'000
30 June 2023					
Financial assets					
Cash and cash equivalents	D1	61,320	-	-	61,320
Trade and other receivables	C1	39,955	-	-	39,955
Financial liabilities					
Trade payables and other liabilities	C8	(56,582)	-	-	(56,582)
Lease liabilities	C5	(790)	(2,945)	-	(3,735)
Other financial liabilities	D4	(1,350,744)	-	-	(1,350,744)
Interest bearing loans and borrowings	D2	-	(67,335)	-	(67,335)
Net exposure		(1,306,841)	(70,280)	-	(1,377,121)
30 June 2022					
Financial assets					
Cash and cash equivalents	D1	4,151	-	-	4,151
Trade and other receivables	C1	17,910	-	-	17,910
Financial liabilities					
Bank overdraft	D1	(11,397)	-	-	(11,397)
Trade payables and other liabilities	C8	(62,103)	-	-	(62,103)
Lease liabilities	C5	(1,040)	(5,223)	-	(6,263)
Other financial liabilities	D4	(1,312,344)	-	-	(1,312,344)
Interest bearing loans and borrowings	D2	-	(95,664)	-	(95,664)
Net exposure		(1,364,823)	(100,887)	-	(1,465,710)

Cash flows from refundable accommodation deposits (RADs), accommodation bonds and ILU/ILA entry contributions are classified as a current liability as the Group does not have an unconditional right to defer settlement for at least 12 months after the reporting period. When an existing RAD/accommodation bond is repaid it is usually replaced by a new RAD from an incoming resident. A major risk facing residential aged care providers is that the spread of COVID-19 in a home may lead to a sizeable decline in occupancy if resident discharges are not matched by new resident admissions. This may in turn adversely impact RAD cash flows.

Section D: Capital Structure and Financing

D5. Financial Risk Management and Objectives (continued)

Capital management

For the purpose of the Group's capital management, capital includes issued capital, and all other equity reserves attributable to the equity holders of the parent entity. The primary objective of the Group's capital management is to maximise shareholder value. In order to achieve this overall objective, the Group's capital management, amongst other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings that define capital structure requirements. Breaches in meeting the financial covenants would permit the banking syndicate to immediately call loans and borrowings. There have been no breaches in the financial covenants of any interest-bearing loans and borrowings in the current period.

The Group manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes for managing capital during the years ended 30 June 2023 and 30 June 2022.

D6. Fair Value of Financial Instruments

Measurement of fair value financial instruments

The financial instruments on the balance sheet are measured at either fair value or amortised cost. All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy based on the lowest level input that is significant to the fair value measurement as a whole. The measurement of this fair value may in some cases be subjective and may depend on the inputs used in the calculations. The different valuation methods are called hierarchies and are described below:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets and liabilities
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

	Note	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
30 June 2023					
Assets/(liabilities) measured at fair value					
Independent living unit and apartment (ILU/ILA) entry contributions	D4	-	(44,673)	-	(44,673)
Investment property	C7	-	-	116,599	116,599
Assets/(liabilities) for which fair value is disclosed					
Interest-bearing loans and borrowings	D2	-	(67,335)	-	(67,335)
RADs and accommodation bonds	D4	-	(1,306,071)	-	(1,306,071)
Total		-	(1,418,079)	116,599	(1,301,480)
30 June 2022					
Assets/(liabilities) measured at fair value					
Independent living unit and apartment (ILU/ILA) entry contributions	D4	-	(44,797)	-	(44,797)
Investment property	C7	-	-	163,120	163,120
Assets/(liabilities) for which fair value is disclosed					
Interest-bearing loans and borrowings	D2	-	(95,664)	-	(95,664)
RADs and accommodation bonds	D4	-	(1,267,547)	-	(1,267,547)
Net exposure		-	(1,408,008)	163,120	(1,244,888)

Refer to the relevant note for information on how the fair values of the above financial instruments were derived. There were no transfers between level 1 and level 2 fair value measurements, and no transfers into or out of level 3 fair value measurements during the year ended 30 June 2023.

Section D: Capital Structure and Financing

D7. Contributed Equity

Movements in ordinary shares

	Grant Date Fair Value	Date	Ordinary Shares, issued and fully paid	
			No.	\$'000
At 30 June 2022			300,833,765	273,629
Share issue - performance rights	1.7848	26-Sep-22	74,359	132
At 30 June 2023			300,908,124	273,761

Ordinary shares are classified as equity. Incremental costs attributable to the issue of new shares are shown in equity as a deduction net of tax, from the proceeds.

Ordinary shares entitle the holder to participate in dividends and the proceeds on the winding up of the Company in proportion to the number of, and amounts paid on the shares held.

D8. Dividends Paid and Proposed

The Group recognises a liability to make cash or non-cash distributions to equity holders of the parent entity when the distribution is authorised, and the distribution is no longer at the discretion of the Group. A corresponding entry is recognised directly in equity.

Dividends declared and paid during the period

During the year ended 30 June 2023, the 2022 final dividend of 2.32 cents per share totalling \$6,979,000 (50% franked) was paid on 30 September 2022 and the 2023 interim dividend of 2.00 cents per share totalling \$6,019,000 (50% franked) was paid on 14 April 2023.

Dividends proposed and not recognised as a liability

On 25 August 2023, the Board of Directors resolved to pay a final dividend of 7.48 cents per share totalling \$22,500,000 (50% franked) for the year ended 30 June 2023, payable on 27 September 2023 (record date 13 September 2023).

The Group recognises a liability to make cash or non-cash distributions to equity holders of the parent entity when the distribution is authorised, and the distribution is no longer at the discretion of the Group. A corresponding entry is recognised directly in equity.

Franking account balance

The franking credit balance of Regis Healthcare Limited for the year ended 30 June 2023 is \$4,693,000 (2022: \$6,692,000).

Section D: Capital Structure and Financing

D9. Reserves

	Acquisition reserve \$'000	Remuneration reserve \$'000	Total \$'000
At 30 June 2023			
Opening balance at 1 July 2022	(101,497)	4,488	(97,009)
Equity settled share-based payments expense	-	836	836
Transfers to issued capital	-	(132)	(132)
At 30 June 2023	(101,497)	5,192	(96,305)
At 30 June 2022			
Opening balance at 1 July 2021	(101,497)	4,244	(97,253)
Equity settled share-based payments expense	-	354	354
Transfers to issued capital	-	(110)	(110)
At 30 June 2022	(101,497)	4,488	(97,009)

Acquisition reserve

The acquisition reserve is used to accumulate the difference between the cost of shares issued by the Group and share buy-backs.

Remuneration reserve

The employee remuneration reserve comprises the fair value of share-based payment plans recognised as an expense in profit or loss. Refer Note F3 for further details of these plans.

Section E: Group Structure

IN THIS SECTION

This section includes information about the parent entity, Regis' subsidiaries and business combinations.

E1. Parent Entity Information

The following information has been extracted from the books and records of Regis Healthcare Limited ('Parent Entity') and has been prepared in accordance with Australian Accounting Standards.

	2023 \$'000	2022 \$'000
Information relating to Regis Healthcare Limited		
Assets		
Current assets	16,985	7,512
Non-current assets	584,480	606,848
Total assets	601,465	614,360
Liabilities		
Current liabilities	2,075	1,972
Non-current liabilities	-	-
Total liabilities	2,075	1,972
Equity		
Issued capital	482,249	482,249
Reserves	345	345
Retained earnings	116,796	129,794
Total equity	599,390	612,388
Profit of the parent entity	-	144,000
Total comprehensive income of the parent entity	-	144,000

There are no contractual commitments, guarantees or contingent liabilities with respect to the Parent Entity.

Section E: Group Structure

E2. Subsidiaries

The consolidated financial statements include Regis Healthcare Limited (ultimate parent entity, otherwise known as the Parent Entity) and the following wholly-owned subsidiaries. The subsidiaries are primarily engaged in the principal activity of owning and operating residential aged care facilities. Subsidiaries are fully consolidated from the date of acquisition, being the date on which the Company obtains control, and continue to be consolidated until the date that such control ceases. Control exists where the Company has the power to govern the financial and operating policies of the entity in order to obtain benefits from its activities.

	Country of incorporation	2023 %	2022 %
Regis Aged Care Pty Ltd	Australia	100	100
Paragon Group Investments Pty Ltd	Australia	100	100
Regis Group Proprietary Ltd	Australia	100	100
Regis Allora Pty Ltd ATF Allora Lodge Unit Trust	Australia	100	100
Regis Canlod Pty Ltd	Australia	100	100
Regis Home Pty Ltd	Australia	100	100
Regis Grange - Wellington Point Pty Ltd	Australia	100	100
Regis Group Properties Pty Ltd	Australia	100	100
Regis Investments Pty Ltd ATF Regis Investments Trust	Australia	100	100
Regis Lakeside Pty Ltd	Australia	100	100
Regis Management Pty Ltd	Australia	100	100
Regis Bell Pty Ltd	Australia	100	100
Regis Shelf Pty Ltd	Australia	100	100
Retirement Properties of Australia Proprietary Limited	Australia	100	100
Allora Drive Pty Ltd ATF Allora Drive Unit Trust	Australia	100	100
Clover Brae Pty Ltd ATF Clover Brae Unit Trust	Australia	100	100
Clover Side Pty Ltd ATF Clover Side Unit Trust	Australia	100	100
Dawson Drive Pty Ltd ATF Dawson Drive Unit Trust	Australia	100	100
Lakeside Way Pty Ltd ATF Lakeside Way Unit Trust	Australia	100	100
Lillian Avenue Ltd ATF Lillian Avenue Trust	Australia	100	100
MacGregor Drive Pty Ltd ATF MacGregor Unit Trust	Australia	100	100
Mewetts Road Pty Ltd ATF Mewetts Road Unit Trust	Australia	100	100
Carers Connect Pty Ltd	Australia	100	100
Settlement Road Pty Ltd ATF Settlement Road Unit Trust	Australia	100	100
Retirement Care Australia Holdings Pty Ltd	Australia	100	100
Retirement Care Australia (Hollywood) Pty Ltd	Australia	100	100
Retirement Care Australia Operations Pty Ltd	Australia	100	100
Retirement Care Australia Operations (2) Pty Ltd	Australia	100	100
Retirement Care Australia (Logan) Pty Ltd	Australia	100	100
Fairway Nominated Entity Pty Ltd	Australia	100	100
Regis Corinya Pty Ltd	Australia	100	100
Regis Crana Pty Ltd	Australia	100	100
Regis ACF Pty Ltd	Australia	100	100
Retirement Care Australia (Hurstville Gardens) Pty Ltd	Australia	100	100
Retirement Care Australia (Inala) Pty Ltd	Australia	100	100
Retirement Care Australia (Parklyn) Pty Ltd	Australia	100	100
Retirement Care Australia (Sunset) Pty Ltd	Australia	100	100
Retirement Care Australia (Preston) Pty Ltd	Australia	100	100
Retirement Care Australia (Port Macquarie Gardens)	Australia	100	100

A deed of cross guarantee exists between Regis Aged Care Pty Limited (a subsidiary of Regis Healthcare Limited) and certain other subsidiaries. Regis Healthcare Limited is not a party to this deed and therefore the disclosure requirements of the deed are not applicable to these financial statements.

Section E: Group Structure

E3. Business Combinations

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value. Acquisition costs incurred are expensed and included in other expenses. When the Group acquires a business, it assesses the financial assets acquired and financial liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred over the fair value of net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the business acquired, the Group reassesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed. If the assessment still results in an excess of the fair value of net assets acquired over the aggregate consideration, then the gain is recognised in profit or loss.

No business combinations have taken place in the year ended 30 June 2023 or 30 June 2022.

Section F: Other Disclosures

IN THIS SECTION

This section includes information about the financial performance and position of Regis, that must be disclosed to comply with Australian Accounting Standards, the Corporations Act 2001 and the Corporations Regulations 2001.

F1. Related Party Disclosures

Compensation of key management personnel of the Group

	2023 \$'000	2022 \$'000
Short-term employee benefits	2,395	2,257
Post-employment benefits	141	130
Long-term employee benefits	13	5
Share-based payments	566	167
Total compensation of key management personnel	3,115	2,559

F2. Cash Flows from Operating Activities

Reconciliation of net profit after tax to net cash flows from operations

	2023 \$'000	2022 \$'000
Net profit/(loss) after tax	(28,451)	(38,799)
<i>Non-cash items</i>		
Depreciation and impairment of non-current assets	45,082	42,070
Amortisation of operational places	81,382	61,037
Bond retention and deferred management fee income	(1,621)	(2,422)
Imputed income on RADs and Bonds	(62,873)	(62,444)
Imputed interest charges on RADs and Bonds	62,873	62,444
Gain on disposal of non-current assets	(11,651)	-
Write-off of capital work-in-progress and other write-downs	12,813	2,898
Fair value gain on investment property	(7,220)	(5,920)
Share-based payment expenses	836	354
Other non-cash items	(545)	1,957
<i>Changes in assets and liabilities</i>		
Increase in trade and other receivables	(22,045)	(8,824)
(Increase)/decrease in inventories	3,321	(796)
(Increase)/decrease in other current assets	587	(1,724)
(Increase)/decrease in income tax receivable	7,046	(9,280)
Decrease in deferred tax liabilities	(19,763)	(17,100)
(Decrease)/increase in trade payables and other liabilities	(5,521)	9,388
Increase in RADs, accommodation bonds and ILU/ILA entry contributions	38,400	84,492
(Decrease)/increase in provisions	12,511	(2,538)
Net cash flow from operating activities	105,161	114,793

Section F: Other Disclosures

F2. Cash Flows from Operating Activities (continued)

Cash flows are included in the consolidated statement of cash flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the Australian Taxation Office, are classified as operating cash flows. Inflows and outflows of RADs, accommodation bonds and ILU/ILA entry contributions are classified as cash flows from operating activities as they are considered part of the operational business model. Upon entering a facility, a non-supported resident has a choice to pay either a RAD, DAP or combination RAD/DAP. If the resident pays a DAP then this is classified as revenue and forms part of the cash flows from operating activities.

F3. Share-Based Payment Plans

	2023 \$'000	2022 \$'000
Expense arising from equity-settled share-based payments expense	836	354
Total share-based payments	836	354

Equity-settled transactions

The cost of equity-settled transactions is determined by the fair value at the date when the grant is made using a risk neutral valuation model. That cost is recognised, together with a corresponding increase in the remuneration reserve in equity, over the period in which the performance and/or service conditions are fulfilled in employee benefits expense. The cumulative expense recognised for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of equity instruments that will ultimately vest. The movement in cumulative expense is recognised in employee benefits expense.

No expense is recognised for awards that do not ultimately vest, except for equity-settled transactions for which vesting is conditional upon a market or non-vesting condition. These are treated as vesting irrespective of whether or not the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

All schemes are settled by physical delivery of shares.

Movements in share-based payment equity instruments

The number for each equity-settled share-based payment scheme outstanding as at 30 June 2023 is set out below.

	LTI	STI	VRRP	Total
	Number	Number	Number	Number
Outstanding at 1 July 2022	-	-	320,590	320,590
Granted during the year	1,147,845	83,846	308,117	1,539,808
Vested during the year	-	-	(74,359)	(74,359)
Forfeited during the year	-	-	-	-
Lapsed during the year	-	-	(59,063)	(59,063)
Outstanding at 30 June 2023	1,147,845	83,846	495,285	1,726,976
Outstanding at 1 July 2021	-	-	84,163	84,163
Granted during the year	-	-	289,619	289,619
Vested during the year	-	-	(53,192)	(53,192)
Forfeited during the year	-	-	-	-
Lapsed during the year	-	-	-	-
Outstanding at 30 June 2022	-	-	320,590	320,590

A description of key terms of share-based payment plans is disclosed in the Remuneration Report.

Section F: Other Disclosures

F3. Share-Based Payment Plans (continued)

Valuation Assumptions and Fair Value of Equity Instruments Granted



Key judgement, estimate and assumption: fair value at grant date

The assessment of the fair value at grant date involves significant estimation and judgement by management. Valuations have an element of uncertainty and therefore may not reflect the actual values in the future. The Group engages external advisors to assist in determining the fair value at grant date.

The model inputs for performance rights granted during the year ended 30 June 2023 were as follows:

	LTI FY23-1	LTI FY23-2	LTI FY23-3	STI FY23-1	STI FY23-2	VRRP	VRRP	VRRP
	36 months	36 months	36 months	24 months	24 months	12 months	24 months	36 months
Grant Date	29/08/22	25/10/22	23/01/23	29/08/22	25/10/22	16/11/22	16/11/22	16/11/22
Vesting Date	30/09/25	30/09/25	30/09/25	30/09/24	30/09/24	20/09/23	20/09/24	20/09/25
Fair Value	\$1.87	\$1.65	\$1.58	\$2.13	\$1.88	\$1.90	\$1.82	\$1.73
Grant Date Share Price	\$2.13	\$1.88	\$1.78	\$2.13	\$1.88	\$1.98	\$1.98	\$1.98
Exercise Price	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Dividend yield	4.0%	4.0%	4.0%	N/A	N/A	4.0%	4.0%	4.0%
Discount rate	3.5%	3.5%	3.5%	N/A	N/A	3.5%	3.5%	3.5%
Life Assumption (Years)	3.0	3.0	3.0	2.0	2.0	1.0	2.0	3.0

F4. Auditor's Remuneration

	2023 \$	2022 \$
Amounts received or due and receivable by Ernst & Young (Australia) for:		
Fees for auditing the statutory financial report of the parent covering the group, auditing the statutory financial reports of any controlled entities	671,643	656,500
Fees for assurance services that are required by legislation to be provided by the auditor:		
– Prudential reporting to the Department of Health and Aged Care	80,900	77,800
Fees for other assurance and agreed-upon-procedures services under other legislation or contractual arrangements where there is discretion as to whether the service is provided by the auditor or another firm:		
– COVID-19 grant audits	264,000	433,000
Total assurance service fees	1,016,543	1,167,300
Fees for other services:		
– Tax compliance	458,318	110,000
– Regulatory advice	-	56,404
– Other advice	19,500	-
Total auditor's remuneration	1,494,361	1,333,704

Section F: Other Disclosures

F5. Commitments

Capital expenditure commitments

As at 30 June 2023, capital commitments amounted to \$34,603,000 (2022: \$9,788,000). The capital commitments relate to ongoing aged care development activity.

F6. Contingent Liabilities

Contingent liabilities are potential future cash outflows where the likelihood of payment is more than remote but is not considered probable or cannot be reliably measured.

Contingencies are not recognised in the statement of financial position but are disclosed as follows:

Bank Guarantees

As at 30 June 2023, the Group has bank guarantees totalling \$935,818 (30 June 2022: \$334,241).

While the Group has provided these guarantees, the probability of having to make payments under these guarantees is considered remote.

F7. Other Accounting Policies

Treatment of Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST except:

- In circumstances where the GST incurred on a purchase of goods and services is not recoverable from the Australian Taxation Office, in which case, the GST is to be recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the Australian Taxation Office is included as part of receivables or payables in the Consolidated Statement of Financial Position.

F8. Accounting Standards Issued but not yet in Effect

There are no standards, amendments or interpretations that are not yet effective and that would be expected to have a material impact on the Group in the current or future reporting periods and on foreseeable future transactions.

The Group has not early adopted any standards, interpretations or amendments that have been issued but are not yet effective.

F9. Subsequent Events

Other Matters

No other matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in future periods.

Directors' Declaration

In accordance with a resolution of the Directors of Regis Healthcare Limited, I state that:

1. In the opinion of the Directors:
 - (a) the consolidated financial statements and notes as set out on pages 98 to 140 are in accordance with the Corporations Act 2001, including:
 - (i) giving a true and fair view of the consolidated entity's financial position as at 30 June 2023 and of its performance for the year ended on that date; and
 - (ii) complying with Australian Accounting Standards and the Corporations Regulations 2001.
 - (b) the consolidated financial statements and notes also comply with International Financial Reporting Standards as disclosed in Note A1; and
 - (c) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
2. This declaration has been made after receiving the declarations required to be made to the Directors by the Chief Executive Officer and Chief Financial Officer in accordance with section 295A of the Corporations Act 2001 for the financial year ended 30 June 2023.

On behalf of the Board



Graham K Hodges
Chair
Melbourne, 25 August 2023

Independent Auditor's Report to the Members of Regis Healthcare Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Regis Healthcare Limited (the Company) and its subsidiaries (collectively the Group), which comprises the consolidated statement of financial position as at 30 June 2023, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the Corporations Act 2001, including:

- (a) giving a true and fair view of the consolidated financial position of the Group as at 30 June 2023 and of its consolidated financial performance for the year ended on that date; and
- (b) complying with Australian Accounting Standards and the Corporations Regulations 2001.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Group in accordance with the auditor independence requirements of the Corporations Act 2001 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial report of the current year. These matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, but we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial report. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial report.

Employee entitlements remediation provision

Why significant

As disclosed in Note C9, during the year ended 30 June 2021 the Group identified that certain current and former employees were not paid in full compliance under the relevant enterprise agreement ("EA").

At 30 June 2023, the Group has provided \$37.7 million based on management's best estimate of the total cost to remediate the payment shortfalls, including interest and other associated costs.

The estimated cost of remediation is based on a significant volume of historical data from a number of different sources, involves a high degree of complexity, interpretation and application of relevant EA clauses which requires judgement, estimation and remains subject to further analysis.

The employee entitlements remediation provision for underpayment of current and former employees is a key audit matter given it is material to the statement of financial position and profit and loss of the Group and the determination of the provision is subject to significant judgements and estimates.

How our audit addressed the key audit matter

Our procedures included but were not limited to:

- Developing an understanding of the basis for management's best estimate of the provision and the key areas of judgement applied in determining the provision.
- Evaluating the competence, capabilities and objectivity of the Group's external experts used to assist management in the interpretation of the EA's.
- Obtaining and assessing the assumptions used by management and their experts in developing the estimated cost of remediation.
- Considering the appropriateness of the extrapolation of data and assumptions made in respect of employees for which detailed calculations have not yet been performed at the reporting date.
- Assessing the appropriateness of the disclosures included in Note C9.

We involved our legal and employment law specialists in the performance of these procedures.

Capital work in progress

Why significant

At 30 June 2023 the carrying value of capitalised aged care development costs in progress ("Capital Work in Progress") amounted to \$25.9 million, as included within the balance of Capital Work in Progress disclosed in Note C4.

Work in Progress relates to development of new aged care facility sites and refurbishment of existing aged care facilities. Costs incurred during the year that were capitalised to Capital Work in Progress amounted to \$31.1 million and an impairment of \$5.0 million in respect of developments no longer proceeding was recorded.

The specific criteria to be met for capitalisation of development costs in accordance with Australian Accounting Standards involves judgement relating to the feasibility of the project, intention and ability to complete the construction and the future economic benefits.

How our audit addressed the key audit matter

Our audit procedures included the following:

- Agreeing a sample of additions to supporting documentation and assessing whether the amounts capitalised were in accordance with the Accounting Standards.
- Evaluating key assumptions used and estimates made for amounts capitalised, including the feasibility of the project, the stage of completion for projects in the development phase and the measurement and completeness of costs included.
- Assessing whether costs were transferred to appropriate asset categories when ready for use on a timely basis and that appropriate depreciation and amortisation rates were applied.

Why significant

Determining the recoverable amounts of projects under development requires judgement and the use of assumptions that are affected by future market conditions or economic developments.

Capital Work in Progress was considered a key audit matter due to the quantum of the balance and judgement required in applying the capitalisation criteria and carrying out the impairment analysis.

The Group has disclosed in Note C4 the accounting policy for the capitalisation of aged care development costs.

How our audit addressed the key audit matter

- Assessing whether the capitalised costs of projects that are unlikely to proceed have been appropriately impaired and reduced from the balance.
- Considering whether there were any indicators of impairment present after examining the business case documentation of development projects, enquiries of executives responsible for management of the projects and comparing the cost of development to forecasts.
- Assessing the key inputs in the determination of the recoverable amount of ongoing projects under construction and performing sensitivity analysis in respect of these inputs.
- Assessing the adequacy of the Group's financial report disclosures in Note C4.

Fair value of investment properties

Why significant

As at 30 June 2023 the recorded amount of investment property was \$116.6 million, as disclosed in Note C7.

Investment property, which relates to the Group's retirement villages, is measured at fair value.

The Group engaged an external party to perform independent valuations of certain investment properties.

We considered this to be a key audit matter given the significance of the balance and the complex judgements involved in valuing the investment property. Judgements include estimating the starting value of units, occupancy forecasts, growth rates, capital expenditures, sales price and application of discount rates.

Note C7 outlines the Group's accounting policy and the fair value assumptions applied to measure the investment properties.

How our audit addressed the key audit matter

We assessed the assumptions and estimates made by the Group in estimating the fair value of investment property.

Involving our real estate valuation specialists, our audit procedures included the following:

- Evaluating the competence, capabilities and objectivity of the external valuation expert.
- Assessing the valuation methodology used across the portfolio against generally accepted valuation practices.
- Assessing the results of the expert's and management's analysis of comparable properties and analysis of other market evidence used as valuation cross-checks.
- In respect of information provided to the valuer by the Group our procedures included:
 - Assessing the land area used in the valuation.
 - Assessing the starting value of units.
 - Testing a sample of resident contracts to occupancy data used in the valuation.
 - Assessing capital expenditure, demolition and remediation costs and sales cost estimates in light of historical data.

Why significant

How our audit addressed the key audit matter

- Evaluating the growth rates, discount rates, as well as obtaining an understanding of the consideration given to sustainability and climate risk related impacts on the valuations.
- Assessing the adequacy of financial report disclosures regarding the valuation assumptions as disclosed in Note C7.

Information Other than the Financial Report and Auditor's Report Thereon

The directors are responsible for the other information. The other information comprises the information included in the Company's 2023 Annual Report but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon, with the exception of the Remuneration Report and our related assurance opinion.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report, or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Corporations Act 2001 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated to the directors, we determine those matters that were of most significance in the audit of the financial report of the current year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on the Audit of the Remuneration Report

Opinion on the Remuneration Report

We have audited the Remuneration Report included in pages 84 to 96 of the directors' report for the year ended 30 June 2023.

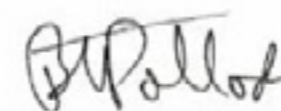
In our opinion, the Remuneration Report of Regis Healthcare Limited for the year ended 30 June 2023, complies with section 300A of the Corporations Act 2001.

Responsibilities

The directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with section 300A of the Corporations Act 2001. Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with Australian Auditing Standards.



Ernst & Young



BJ Pollock
Partner

Melbourne
25 August 2023

Shareholder information

Additional information required by the Australian Stock Exchange Ltd and not shown elsewhere in this report is as follows. The information is current as at 18 August 2023.

TOP 20 Shareholders

Rank	Shareholder Name	18 Aug 2023 Balance	% Issued Capital
1	GALABAY PTY LTD	81,910,479	27.22
1	ASHBURN PTY LTD	81,910,479	27.22
2	CITICORP NOMINEES PTY LIMITED	32,457,153	10.79
3	NATIONAL NOMINEES LIMITED	26,166,710	8.70
4	BUTTONWOOD NOMINEES PTY LTD	13,821,392	4.59
5	J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	12,853,545	4.27
6	MANDALA HOLDINGS PTY LTD	3,786,200	1.26
7	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	3,707,979	1.23
8	BNP PARIBAS NOMS PTY LTD	2,815,335	0.94
9	MR VINCENT MICHAEL O'SULLIVAN	1,811,300	0.60
10	BKI INVESTMENT COMPANY LIMITED	1,807,428	0.60
11	NETWEALTH INVESTMENTS LIMITED	1,707,139	0.57
12	UBS NOMINEES PTY LTD	1,654,330	0.55
13	MR ROSS JAMES JOHNSTON	1,350,000	0.45
14	MRS JULIA MICHELLE MANKEN & MR MIKE DARREN MANKEN & MISS JESSICA KELLY MANKEN	1,335,000	0.44
15	BALLIAN INVESTMENTS PTY LTD	787,934	0.26
16	CANTO HOLDINGS PTY LTD	785,548	0.26
17	NETWEALTH INVESTMENTS LIMITED	700,857	0.23
18	BNP PARIBAS NOMINEES PTY LTD HUB24 CUSTODIAL SERV LTD	667,638	0.22
19	CULLODEN INVESTMENTS PTY LTD	600,000	0.20
19	BERTALLI FAMILY FOUNDATION PTY LTD	600,000	0.20
20	NEWECONOMY COM AU NOMINEES PTY LIMITED	535,792	0.18

Additional information required by the Australian Stock Exchange Ltd and not shown elsewhere in this report is as follows. The information is current as at 18 August 2023.

Holding distribution

Range	Securities	%	No. of holders	%
100,001 and Over	280,591,143	93.25	59	1.58
10,001 to 100,000	11,653,960	3.87	479	12.70
5,001 to 10,000	4,161,431	1.38	542	14.37
1,001 to 5,000	3,881,831	1.29	1,400	37.11
1 to 1,000	619,759	0.21	1,293	34.27
Total	300,908,124	100.00	3,773	100.00

Unmarketable parcel

Range	Minimum parcel size	Holders	Shares
Minimum \$500 parcel at \$2.33 per share (being closing market price on 18 August 2023)	215	341	26,264

Substantial shareholders

Shareholder Name	Number of shares	% Issued Capital
GALABAY PTY LTD	81,910,479	27.22
ASHBURN PTY LTD	81,910,479	27.22
COOPER INVESTORS PTY LTD	23,534,644	7.82

Performance rights

Class of Security	Number of holders	Number of rights
Performance rights	10	1,643,130

Glossary of terms

AASBS OR ACCOUNTING STANDARDS

Australian Accounting Standards issued by the Australian Accounting Standards Board.

ABN

Australian Business Number

ACAR

Aged Care Approvals Round is a competitive process under which approved providers may be granted aged care places.

ACFI

Aged Care Funding Instrument

ACN

Australian Company Number

ACCOMMODATION BOND

The term used prior to 1 July 2014 to refer to a lump sum refundable accommodation deposit.

ACQSC

Aged Care Quality and Safety Commission

ADDITIONAL SERVICES

Services that are additional to care and services specified in the Quality of Care Principles 2014. Providers may charge a fee for additional service by agreement with the resident.

AGED CARE ACT

Aged Care Act 1997. The Aged Care Act is the main law that sets out the rules for Government-funded aged care including funding, regulation, approval of providers, subsidies and fees, standards, and quality of care.

AGED CARE ROYAL COMMISSION

Royal Commission into Aged Care Quality and Safety

AN-ACC

Australian National Aged Care Classification

AN-ACC FUNDING MODEL

Ensures allocation of funding to approved providers, enabling them to deliver care to residents within residential aged care services.

APPROVED PROVIDER

An aged care provider as accredited by the Department under the *Aged Care Act*.

ASIC

Australian Securities and Investments Commission

ASX

Australian Securities Exchange

BED LICENCE

An allocated place under the Aged Care Act, being a place that (when operational and occupied) is capable of attracting residential care subsidy on a per resident, per day basis (also referred to as a place).

BOARD

The Board of Directors.

BROWNFIELD

An aged care development on a Regis site that adjoins an existing development.

CARE MINUTES

Care minutes refers to the care time that older people in Australia living in government funded residential aged care services receive from registered nurses, enrolled nurses and personal care workers.

CGU

Cash Generating Unit

CLIENT

A person to whom home care/day care therapy services are provided.

CMS

Company Medical Services

CODM

Chief Operating Decision Maker

COMPANY

Regis Healthcare Limited (ABN 11 125 203 054)

CONSTITUTION

The constitution of the Company as amended from time to time.

CORPORATIONS ACT

Corporations Act 2001 (Cth)

DAP

Daily accommodation payment

DHAC

Department of Health and Aged Care

DIRECTORS

The Directors of the Company.

DMF

Deferred management fee from residents within retirement living accommodation

DTC

Day Therapy Centre

EBITDA

Earnings before interest, tax, depreciation and amortisation

ELDAC

End of Life Directions for Aged Care

EPS

Earnings per share

FAMILY ESCALATION PATHWAY

An escalation of care process specifically for families to raise concerns if they feel a resident's health condition is significantly deteriorating and they do not feel their concerns are being acted on in a timely way. The Family Escalation Pathway provides an opportunity to partner with families and loved ones (who know the resident the best) to alert employees in the event of acute or unexpected decline and request an immediate clinical review. That may avoid critical delays and assists with catching deterioration early.

GOVERNMENT

The Commonwealth Government of Australia.

GREENFIELD

A new aged care development or an additional stand-alone building on a Regis site that does not adjoin an existing home.

GROUP

The Company and its subsidiaries.

GST

Goods and services tax as levied under the GST Law.

GST LAW GST

Law as defined in section 195-1 of A New Tax System (*Goods and Services Tax*) Act 1999.

HOME CARE SERVICES

Provision of services to support older people with complex care needs to live independently in their own homes.

IFRS

International Financial Reporting Standards as issued by the International Accounting Standards Board ('IASB').

ILA

Independent living apartment

ILU

Independent living unit

KPI

A key performance indicator (KPI) is a measurable value that demonstrates how effectively a company is achieving key business objectives.

LTIFR

Lost Time Injury Frequency Rate refers to the number of lost-time injuries within a given accounting period, relative to the total number of hours worked in that period. LTIFR is a proxy measurement for safety performance.

MPPIR

Maximum permissible interest rate as defined in section 6 of the Fees and Payments Principles 2014 (No.2).

NPAT

Net profit after tax

NPATA

NPATA represents statutory net profit after tax (NPAT) before amortisation of operational places.

OCCUPANCY RATE

The proportion of operational places occupied by residents.

OPAN

Older Persons Advocacy Network

OPERATIONAL PLACE

A place available for occupancy by a resident.

PCC

Palliative Care Champion

PLACE

An allocated place under the Aged Care Act, being a place that (when operational and occupied) is capable of attracting the residential care subsidy on a per resident, per day basis.

QUALITY INDICATOR PROGRAM

The mandatory National Quality Indicator program provides a method to measure important aspects of quality care through the collection, monitoring and benchmarking of quality data. Quality indicator data represents areas of high risk care that impact the health and wellbeing of residents.

RAD

Refundable accommodation deposit

REGIS

The business carried on by the Company and its controlled entities.

REGIS CLASSIC SERVICES

Available at select Regis Homes, and for a small extra charge, Regis Classic provides a range of extras including enhanced dining experience.

REGIS CLUB SERVICES

Available at a range of our Regis Homes, is our premium service offering a suite of extra services such as enhanced dining experiences, an in-room entertainment bundle and a wide selection of pamper services, as well as additional extras and all coordinated by our Club Services Manager to ensure you enjoy the full suite of services.

REGIS OR PARENT ENTITY

Regis Healthcare Limited

REGIS QUALITY SCORECARD

A monthly report containing metrics that track and monitor the quality and safety of care being delivered to residents and clients. The scorecard helps us to identify and improve care delivery.

REGIS RESERVE SERVICES

Available at a selection of our Homes and provides you with enhanced dining experiences, an in-room entertainment bundle and pamper services, as well as additional extras for an additional daily fee.

RESIDENT

A person who occupies a place within the aged care home or retirement village.

RV

Retirement Village

SHARE

A fully paid ordinary share in the capital of the Company.

SHAREHOLDER

A holder of shares

SIGNIFICANT REFURBISHMENT

Refurbishment of a residence that meets the criteria in the Subsidy Principles 2014 qualifying the facility for a higher level of funding for Supported Residents.

SUPPORTED RESIDENT

A resident assessed as eligible for an accommodation supplement or concessional resident supplement. In this report, unless otherwise specified, a reference to a 'Supported Resident' includes 'concessional', 'assisted', 'supported' and 'low means' residents as defined under the Aged Care Act 1997 and the Aged Care (Subsidy, Fees and Payments) Determination 2014.

TRANSITIONAL CARE

Short term residential aged care which assists older people who are discharged from hospital to prepare to return home.

UNDERLYING EBITDA

Refers to earnings before interest, tax, depreciation and amortisation, excluding imputed income on RADs and Bonds, COVID-19 outbreak expenses and other one-off items, and including operating lease expense.

2023 ANNUAL FINANCIAL REPORT

Financial Report for the year ended 30 June 2023.

Corporate information

Directors

Graham K Hodges
Chairman, Non-Executive Director

Linda J Mellors
Managing Director and
Chief Executive Officer

Christine C Bennett AO
Non-Executive Director

Bryan A Dorman
Non-Executive Director

Sally M Freeman
Non-Executive Director

Ian G Roberts
Non-Executive Director

Company Secretary

Malcolm Ross

Registered Office

Level 2, 293 Camberwell Road,
Camberwell VIC 3124

Principal Place of Business

Level 2, 293 Camberwell Road,
Camberwell VIC 3124

Share Registry

Link Market Services Limited
Tower 4, 727 Collins Street
Melbourne VIC 3000
Phone: 1300 554 474

Stock Exchange

Regis Healthcare Limited shares
are listed on the Australian Securities
Exchange (ASX code: REG).

Solicitors

Herbert Smith Freehills
80 Collins Street
Melbourne VIC 3000

Auditors

Ernst & Young Australia
8 Exhibition Street
Melbourne VIC 3000





