

Audit, Risk and Compliance Committee Charter

Regis Healthcare Limited (**Company**)

ACN 125 203 054

Adopted by the Board on 18 September 2014

DOCUMENT CONTROL	
Custodian	CFO
Date last amendments approved by Board	20 May 2026
Next Scheduled Review	May 2027
Legislative Framework	Corporations Act 2001 and Corporations Regulations, ASX Listing Rules
Regulators	ASIC, ASX, ACQSC

Committee Charter

1 Membership of the Committee

- 1.1** The Committee must consist of:
- only non-executive directors;
 - a majority of independent directors;
 - an independent director as chair, who is not chair of the Board; and
 - a minimum of 3 members of the Board.
- 1.2** The Board may appoint additional non-executive directors to the Committee or remove and replace members of the Committee by resolution. Members may withdraw from membership by written notification to the Board.
- 1.3** Directors have a standing invitation to attend meetings of the Committee and have access to Committee papers, subject to conflicts. Other non-Committee members, including members of management, the internal auditor and the external auditor, may attend meetings of the Committee at the invitation of the Committee chair.
- 1.4** It is intended that all members of the Committee should be financially literate and have familiarity with financial management and the members between them should have knowledge and expertise in:
- the industry in which the Company operates;
 - risk identification, evaluation and management;
 - project and program management;
 - information management and security;
 - the application of accounting, auditing and assurance standards;
 - relevant legislative and other policy requirements of the entity;
 - internal control, compliance activities and fraud control; and
 - accounting and financial expertise;
 - the roles of internal and external audit;
- to be able to discharge the Committee's mandate effectively.
- 1.5** The Company Secretary, or his or her delegate, must attend all Committee meetings as minute secretary.
- 1.6** The Chief Executive Officer/Managing Director, Chief Financial Officer, or other management representatives will not be members but may attend meetings as observers/advisors as determined by the Chair. Representatives of the internal auditor and external auditor will be invited to attend meetings as observers/advisors.

2 Administrative matters

2.1 Meetings

The Committee will meet as often as the Committee members deem necessary in order to fulfil their role; however, it is intended that the Committee shall meet at least quarterly to ensure regular oversight.

2.2 Quorum

The quorum is at least 2 members.

2.3 Convening and notice of meeting

Any member may, and the Company Secretary must upon request from any member, convene a meeting of the Committee. Notice will be given to every member of the Committee, of every meeting of the Committee. There is no minimum notice period and acknowledgement of receipt of notice by all members is not required before the meeting may be validly held.

2.4 Chair

In the absence of the Committee chair, the Committee members must elect one of their number as chair for that meeting. The chair does not have a casting vote.

2.5 Access to resources and independent advisers

The Committee has rights of access to management and to auditors without management present, and rights to seek explanations and additional information from both management and auditors (subject to confidentiality considerations). Whilst the internal audit function reports to senior management, it is acknowledged that the internal audit team also report directly to the Committee.

The Committee may seek and obtain external professional advice of the Company's auditors, solicitors or other independent advisers (including consultants or specialists) as to any matter pertaining to the powers or duties of the Committee or the responsibilities of the Committee, as the Committee may require (subject to any legal obligation to protect information) at the Company's expense. .

2.6 Minutes

Minutes of meetings of the Committee must be kept by the Company Secretary (or his or her delegate) and, after approval by the Committee chair, be presented at the next Board meeting. All minutes of the Committee must be entered into a minute book maintained for that purpose and be open at all times for inspection by any director.

2.7 Reporting

The Committee chair will, if required, provide a brief verbal report to the Board as to any material matters arising out of the Committee meeting and the minutes presented. All directors may, at the Board meeting, request information from members of the Committee.

The Committee will also consider if any material matters arising out of the Committee meeting should be advised to any other Committee and, if so, ensure that this occurs.

2.8 Disclosure of interests

Committee members have a responsibility to disclose material personal interests and take reasonable steps to avoid any conflict of interest in connection with the performance of their duties on the Committee.

On appointment Committee members will provide written declaration to the Company Secretary for provision to the Chair and the MD/CEO declaring any potential or actual conflicts of interest they may have in relation to their responsibilities.

Members are required to proactively manage conflicts of interest, declaring them as they arise. Re-declaration is required as circumstances change.

Members should consider past employment, consultancy arrangements and related party issues in making these declarations and the Chair should be satisfied that there are sufficient processes in place to manage any real or perceived conflict.

At the beginning of each Committee meeting, members are required to declare any potential or actual conflicts of interest that may apply to specific matters on the meeting agenda. Where required by the Chair, the member will be excused from the meeting or from the Committee's consideration of the relevant agenda item(s). Details of potential or actual conflicts of interest declared by members of the Committee and action taken will be appropriately recorded in the minutes.

Members must immediately disclose to the Chair any change in their circumstances that relates to a suitability matter under the Aged Care Act 2024 or if they receive any notice relating to a banning order from the Commissioner of the Aged Care Quality and Safety Commission.

2.9 Confidentiality

All proceedings of the Committee, including papers submitted and presentations made, shall be kept confidential and will not be disclosed or released to any person other than employees of the Company, except as required by law or as agreed by the Committee Members and Management.

3 Role & Responsibilities

3.1 Overview

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

- (a) financial and other periodic corporate reporting;
- (b) relationship with the external auditor and the external audit function generally;
- (c) relationship with the internal auditor and the internal audit function generally;
- (d) internal financial, risk and compliance controls and systems not overseen by other Board committees;
- (e) process of identification and management of financial and non-financial risks not overseen by other Board committees;
- (f) tax policy, tax risk appetite and the procedures to ensure tax compliance with the policy, including confirmation with external tax advisors;
- (g) assurance framework, including internal audit, external audit, and management assurance activities, and monitor the timely remediation of audit findings and control deficiencies.

3.2 Financial and other periodic corporate reporting

The responsibilities of the Committee in relation to financial reporting are as follows:

- (a) Review the Company's corporate and financial reporting and disclosure processes and make recommendations to the Board in relation to the adequacy of those processes. This includes reviewing the Verification of Unaudited Periodic Corporate Reports Policy on an annual basis.
- (b) Review the Company's financial statements for accuracy, for adherence to accounting standards and policies, and to confirm that they reflect the understanding of the Committee members of, and otherwise provide a true and fair view of, the financial position and performance of the Company, as a basis for recommendation to and adoption by the Board.
- (c) Review and make recommendations to the Board in relation to the appropriateness of the accounting policies, judgements and choices adopted by management in preparing the Company's financial reports, including significant changes in the selection or application of accounting principles.
- (d) Review drafts of the CEO and CFO declarations which are to be provided to the

- Board relating to the Company's full year and half year financial statements.
- (e) Review any proposed payment of a dividend to shareholders.

3.3 External Audit

The responsibilities of the Committee in relation to the external audit are as follows:

- (a) Review and make recommendations to the Board in relation to the scope and adequacy of the external audit.
- (b) Review the effectiveness of the annual audit, placing emphasis on areas where the Committee or the external auditors believe special attention is necessary.
- (c) Review with the external auditor its report regarding significant findings in the conduct of its audit and the adequacy of management's response and monitor whether any issues are being managed and rectified in an appropriate and timely manner.
- (d) Separately from management, discuss with the external auditor matters relating to the conduct of the audit, including the timeliness of its reporting, any difficulties encountered in the course of the audit work, any restrictions on the scope of activities or access to requested information, significant disagreements with management (if any) and adequacy of management's response.
- (e) Review the performance, independence and objectivity of the external auditor at least annually.
- (f) Review the procedures for selection and appointment of the external auditors and for the rotation of external audit engagement partners.
- (g) Review annually and recommend to the Board, the external auditor's terms of engagement (including the audit plan) and other contractual terms, fees and other compensation to be paid to the external auditor and ensure that any key risk areas for the Company and financial requirements are incorporated into the audit plan.
- (h) Oversee the Company's external audit policy, a copy of which is attached as Attachment 1.
- (i) Develop and oversee the implementation of the Company's policy on the engagement of the external auditor to supply non-audit services and monitor compliance with that policy.
- (j) Provide advice to the Board as to whether the Committee is satisfied that the provision of non-audit services is compatible with the general standard of independence, and an explanation of why those non-audit services do not compromise audit independence, in order for the Board to be in a position to make the statements required by the *Corporations Act 2001* (Cth) to be included in the Company's annual report.

3.4 Internal Audit

The responsibilities of the Committee in relation to the internal audit are as follows:

- (a) Confirm that procedures are in place to verify the existence and effectiveness of accounting and financial systems and other systems of internal control which relate to strategic risk management.
- (b) Review the scope, results, adequacy and effectiveness of the internal audit programs and the performance and objectivity of the internal audit function, including whether the internal audit is adequate, including co-ordination with the external auditor.
- (c) Monitor the independence of the internal audit programs from the external auditors and management.

- (d) Approve the internal audit program and review the outcomes.
- (e) Review and recommend to the Board the appointment, re-appointment, dismissal and monitoring of effectiveness and independence of the internal auditor.
- (f) Separately from management, discuss with the internal auditor matters relating to the conduct of the audit, including the timeliness of its reporting, any difficulties encountered in the course of the audit work, any restrictions on the scope of activities or access to requested information, significant disagreements with management (if any) and adequacy of management's response.
- (g) Develop and oversee the implementation of the Company's policy on the engagement of the internal auditor to supply non-audit services and monitor compliance with that policy.

3.5 Enterprise Risk Management (ERM)

The Committee's primary roles with respect to risk management are as follows:

- (a) Oversee and advise the Board on high-level risk related matters, including risk tolerance in determining strategy, as well as management of key financial and non-financial risks, including new and emerging risks.
- (b) Review and make recommendations to the Board in relation to the risk appetite within which the Board expects management to operate, and whether any changes should be made.
- (c) Review the Company's risk management framework at least annually to satisfy itself that it continues to be sound and that the Company is operating with due regard to the risk appetite set by the Board;
- (d) Oversee management's implementation of the risk management framework, including that management has appropriate processes for identifying, assessing and responding to risks and that those processes are operating effectively.
- (e) Review and analyse the trends in the Company's risk profile, including regular progress in relation to the enterprise risk register, and report to the Board on key risks.
- (f) Review and make recommendations to the Board in relation to the risk disclosures in the Company's periodic reporting documents, including the operating and financial review in its annual report.
- (g) Consider whether the Company has any material exposure to environmental or social risks, and how it manages any risks identified.
- (h) Evaluate the structure and adequacy of the Group's business continuity plans.

3.6 Internal Control

The Committee's primary roles with respect to internal control are as follows:

- (a) Monitor whether management is communicating the importance of internal control and management of risk throughout the organisation and therefore setting up an appropriate 'control culture'.
- (b) Review the adequacy and effectiveness of the Company's internal control framework.
- (c) Evaluate the Group's exposure to fraud, oversee investigations of allegations of fraud or malfeasance and make recommendations to the Board in relation to any incident involving fraud or other break down of the Company's internal controls.
- (d) Oversee the resolution of any significant internal control deficiencies reported by the Internal Auditor or the External Auditor.

3.7 Compliance

The responsibilities of the Committee in relation to compliance are as follows:

- (a) Review the policies, procedures and governance systems the Company has in place to ensure compliance with laws and regulations (particularly those which have a major potential impact on the Company in areas such as continuous disclosure, insider trading, trade practices, data protection, modern slavery, personal information and the environment).
- (b) Oversee the Company's prudential compliance obligations, including management of refundable accommodation deposits and liquidity requirements, and ensure a clear governance process for reporting to regulators under the Aged Care Act 2024 (including defined accountabilities, internal review and approval, timely escalation of any material issues, and appropriate record keeping).
- (c) Consider with management:
 - (1) the overall adequacy and effectiveness of the Company's legal, regulatory and ethical compliance programs; and
 - (2) the Company's main corporate governance policies and practices, and compliance with those policies.

3.8 Security Compliance

The Committee will review Management's approach to maintaining an effective cyber security system. This includes:

- (a) Assessing the current cyber security measures and protocols in place to protect against data breaches and cyber-attacks.
- (b) Ensuring that there are regular audits and assessments of the Company's cyber security framework to identify potential vulnerabilities and areas for improvement.
- (c) Recommending to the Board any necessary updates to the Company's cyber security policies and procedures to adapt to emerging threats and best practices.

3.9 Sustainability

The Committee will assist the Board in fulfilling its responsibilities relating to sustainability by monitoring and overseeing Regis' sustainability risk management framework, including verifying compliance with the Australian Sustainability Reporting Standards.

This includes:

- (a) Oversee quality and reliability of disclosures in line with the Australian Sustainability Reporting Standards;
- (b) Obtain feedback from external auditors for continuous improvement of sustainability reporting;
- (c) Report to the Board on risks and opportunities relating to sustainability; and
- (d) Review the annual sustainability report.

In addition to these core responsibilities, the Committee will:

- (a) Engage with external stakeholders, including investors, and non-governmental organisations, to gather insights and feedback on sustainability efforts;
- (b) Review and analyse key performance indicators related to sustainability, such as greenhouse gas emissions, water usage, waste management, and social impact metrics;

- (c) Encourage innovation and the implementation of new technologies that support sustainable business practices;
- (d) Facilitate the integration of sustainability considerations into the Company's strategic planning and decision-making processes;
- (e) Review and assess the Company's participation in sustainability indices and benchmarks to ensure alignment with industry standards and best practices;
- (f) Monitor regulatory developments and industry trends related to sustainability to ensure proactive compliance and adaptation;
- (g) Aim to foster a corporate culture that values environmental stewardship, social responsibility, and long-term economic viability, thereby enhancing the Company's reputation and contributing to a sustainable future.

4 Review

The Board will, at least once in each year, review the membership and Charter of the Committee to determine its adequacy for current circumstances and the Committee may make recommendations to the Board in relation to the Committee's membership, responsibilities, functions or otherwise.

External Audit Policy

Appointment

The Audit, Risk and Compliance Committee (**Committee**) has the responsibility and authority (subject to *Corporations Act 2001* (Cth) requirements) for the appointment, reappointment or replacement and remuneration of the external auditor as well as evaluating its effectiveness and independence. The Committee will review the appointment of the external auditor annually based on its assessment of the auditor's performance.

Assessment of External Auditor

The Committee will review the performance of the external auditor on an annual basis after completion of the year-end audit. In evaluating the effectiveness of external audit, the Committee will assess the effectiveness of the external auditor based on a number of criteria including but not restricted to:

- the overall comprehensiveness of the external audit plan;
- the timeliness and quality of communications promised under the plan and delivered during the audit;
- the competency and industry knowledge of external audit staff; and
- the adequacy of resources to achieve the scope as outlined in the plan.

The Committee will seek feedback from management during the assessment process.

Independence

The Committee will review and assess the independence of the external auditor, including but not limited to any relationships with the Company or any other entity that may impair or appear to impair the external auditor's judgement or independence in respect of the Company. The review and assessment will be carried out annually at the time the external auditor presents its annual audit plan.

Prior to this review, the Committee will request a report from the external auditor which sets out all relationships that may affect its independence, including the provision of non-audit services, financial relationships, employment and other relationships and any other matters that may reasonably be thought to have bearing on the external auditor's independence. The report should outline any safeguards that the external auditor has in place to reduce any threat to independence to an acceptable level.

Before the directors approve the half-year and full year accounts, the external auditor will be asked to provide a declaration testifying to its independence in respect of the financial period in question. The external auditor will have a continuing obligation to notify the Committee, via the Company Secretary, of any new information it believes may be material to reviewing its independence.

The Committee has responsibility to develop and oversee the implementation of the Company's policy on the engagement of the external auditor to supply non-audit services and to confirm compliance with that policy.

Rotation of External Audit Engagement Partner

The external audit engagement partner is generally required to rotate at least once every 5 years. If appropriate, the Board may extend the eligibility term of the audit engagement partner for up to an additional 2 years following a recommendation from the Committee in accordance with the *Corporations Act 2001 (Cth)*.