

Board Charter

Regis Healthcare Limited (**Company**)

ACN 125 203 054

Adopted by the Board on 18 September 2014

DOCUMENT CONTROL	
Custodian	Company Secretary
Date last amendments approved by the Board	22 August 2025
Next Scheduled Review	May 2027

Table of contents

1	Introduction.....	7
2	Board composition	7
	2.1 Board composition and size.....	7
	2.2 Director independence and tenure.....	7
3	Board role and responsibilities	8
	3.1 Board role.....	8
	3.2 Board key responsibilities	8
	3.3 Reserved authorities	9
	3.4 Director responsibilities.....	10
4	Delegation of duties and powers.....	10
	4.1 Relationship with management.....	10
	4.2 Role of the CEO	10
	4.3 Delegation to Committees	10
5	Board process	11
	5.1 Meetings	11
	5.2 The Chair	11
	5.3 The Company Secretary.....	11
	5.4 Disclosure of interests	11
	5.5 Confidentiality.....	12

Attachment 1

1 Introduction

The Board of the Company has adopted this Board Charter to outline the manner in which its constitutional powers and responsibilities will be exercised and discharged, having regard to principles of good corporate governance, and applicable laws.

This Charter includes an overview of:

- Board composition and process;
- the relationship and interaction between the Board and management; and
- the authority delegated by the Board to management and Board Committees.

The Board Charter and the charters adopted by the Board for its standing Committees have been prepared and adopted on the basis that strong corporate governance can add to the performance of the Company, create shareholder value and engender the confidence of the investment market.

This Charter is to be reviewed by the Board as required and at least annually.

2 Board composition

2.1 Board composition and size

- The Board is appointed by the shareholders. Non-executive Directors are engaged through a letter of appointment.
- The Board determines the size and composition of the Board, subject to the terms of the Company's Constitution. The People, Remuneration and Nomination Committee shall assist and make recommendations to the Board in this regard.
- It is intended that the Board comprise a majority of independent non-executive Directors.
- It is intended that Directors have a broad range of skills, expertise and experience from a diverse range of backgrounds.
- It is intended that at least one member of the Board shall have experience in the provision of clinical care.
- The Board, will review the skills, experience, expertise and diversity represented by Directors and determine whether the composition and mix remain appropriate for the Company's strategy and covers the skills needed to address existing and emerging business and governance issues relevant to the Company. The People, Remuneration and Nomination Committee shall assist and make recommendations to the Board in this regard.

2.2 Director independence and tenure

- The Board regularly reviews the independence of each Non-executive Director in light of information relevant to this assessment as disclosed by each Non-executive Director to the Board.
- Subject to any overriding applicable laws, the Board considers a director to be independent where he or she is free of any interest, position, or relationship that might influence, or might reasonably be perceived to influence, in a material respect his or her capacity to bring independent judgment to bear on issues before the Board and to act in the best interests of the Company as a whole rather than in the interests of an individual shareholder or other party. The Board has adopted a definition of independence that is based on that set out in the ASX Corporate Governance Council's Principles and Recommendations (4th edition) (see Attachment 1).
- The Board has not established a limit on tenure for directors. However subject

to any overriding applicable laws, the Board has regard to shareholder expectations in relation to tenure and acknowledges that while tenure limits can help to ensure that there are fresh ideas and viewpoints available to the Board, they hold the disadvantage of losing the contribution of Directors who have been able to develop, over a period of time, increasing insight in the Company and its operation and, therefore, an increasing contribution to the Board as a whole. Accordingly, tenure is just one of the many factors that the Board takes into account when assessing the independence and ongoing contribution of a Director in the context of the overall Board process.

3 Board role and responsibilities

3.1 Board role

The Board's role is to:

- represent and serve the interests of shareholders by overseeing and appraising the Company's strategies, policies and performance. This includes overseeing the financial and human resources the Company has in place to meet its objectives and reviewing management performance;
- protect and optimise Company performance and build sustainable value for shareholders in accordance with any duties and obligations imposed on the Board by law and the Company's Constitution and within a framework of prudent and effective controls that enable risk to be assessed and managed;
- set, review and monitor compliance with the Company's values and governance framework (including establishing and observing high ethical standards and demonstrating leadership); and
- ensure shareholders are kept informed of the Company's performance and major developments affecting its state of affairs.

3.2 Board key responsibilities

The responsibilities/functions of the Board include:

- selecting, appointing and evaluating from time to time the performance of, determining the remuneration of, and planning succession of, the Chief Executive Officer (**CEO**);
- contributing to and approving management development of corporate strategy, including defining the company's purpose, setting strategic objectives and approving operating budgets;
- approving the risk appetite within which the Board expects management to operate;
- monitoring systems of risk management, internal control and legal compliance including registered provider conditions of registration under the Aged Care Act 2024. This includes reviewing procedures to identify the main financial and non-financial risks associated with the Company's businesses and the implementation of appropriate systems to manage these risks;
- monitoring corporate performance and management's implementation of the Company's strategy, and promotion of the Company's values;
- receiving information regarding material breaches of the Code of Conduct and Anti-Bribery and Corruption Policy and reports of material incidents under the Company's Whistleblower Protection Policy;
- approving major capital expenditure, acquisitions and divestitures, and monitoring capital management;
- monitoring and reviewing management processes aimed at ensuring the integrity of financial and other reporting;
- approving financial reports, profit forecasts and other reports required at law or under the ASX Listing Rules to be adopted by the Board;

- overseeing the Company's process for making timely and balanced disclosure of all material information concerning the Company that a reasonable person would expect to have a material effect on the price or value of the Company's securities;
- approving the Company's values and Code of Conduct, and monitoring corporate culture;
- leading a culture of safety and inclusion that supports aged care workers and individuals receiving funded aged care services to provide quality funded aged care services by focussing on continuous improvement, embracing diversity and prioritising the safety, health and wellbeing of aged care workers and individuals receiving funded aged care services;
- approving the Company's annual Modern Slavery Statement;
- reviewing corporate governance policies;
- approving the measurable objectives for achieving gender diversity in the composition of the Board, senior executive team and workforce generally and assessing the Company's progress in achieving those objectives;
- reviewing periodically (at least annually), the performance of the Board, its Committees and individual directors. The People, Remuneration and Nomination Committee shall assist and make recommendations to the Board in this regard.
- overseeing the Company's diversity and inclusion (D&I) strategy;
- reviewing and approving Regis' sustainability strategy (including potential sustainability initiatives), policies and performance, including:
 - material sustainability initiatives and decisions;
 - sustainability policies and performance against targets; and
 - the annual sustainability report;
- satisfying itself that the Company's remuneration framework is aligned with the Company's purpose, values, strategic objectives and risk appetite;
- reviewing performance targets for the CEO and direct reports to the CEO, considering performance against those targets and determining/reviewing remuneration outcomes; and
- performing such other functions as are prescribed by law or are assigned to the Board.

3.3 Reserved authorities

Matters which are specifically reserved for the Board or its committees include:

- appointment of a chair;
- appointment and removal of the CEO;
- appointment of directors to fill a vacancy or as additional Director;
- establishment of Board committees, their membership and delegated authorities;
- approval of dividends and other capital management initiatives;
- approval of major capital expenditure, acquisitions and divestitures in excess of authority levels delegated to management;
- calling of meetings of shareholders;
- issues of equity by the Company;
- appointment of receiver or liquidator to the Company or a subsidiary;
- any related party transactions;
- any political contributions; and
- any other specific matters nominated by the Board from time to time.

3.4 Director responsibilities

- Directors will act at all times with honesty and integrity and will observe the highest standards of ethical behaviour.
- Directors will ensure that no decision or action is taken that has the effect of prioritising their personal interests over the Company's interests.
- Directors will be expected to participate in all induction and orientation programs and any continuing education or training arranged for them.
- The Board collectively, and each Director individually, has the right to seek independent professional advice, subject to the approval of the Chair.

4 Delegation of duties and powers

4.1 Relationship with management

- (a) Directors may delegate their powers as they consider appropriate. However, ultimate responsibility for strategy, control, and performance of the Company rests with the directors.
- (b) Management must supply the Board with information in a form, timeframe and quality that will enable the Board to discharge its duties effectively.
- (c) The Board is responsible for satisfying itself that the Board reporting framework is appropriate. Directors are entitled to request additional information at any time when they consider it appropriate.
- (d) The Board will regularly monitor the performance of the CEO and senior executive team and where required, provide feedback to and challenge the CEO and senior executives.

4.2 Role of the CEO

- While the Board retains ultimate responsibility for the strategy and performance of the Company, the day-to-day operation of the Company is conducted by, or under the supervision of, the CEO as directed by the Board (and by other officers to whom the management function is properly delegated by the CEO).
- The Board approves strategic objectives for the CEO to work towards and, jointly with the CEO, develops the duties and responsibilities of the CEO.
- The management team (being the CEO and other personnel to whom the management function is properly delegated by the CEO) is responsible for implementing strategic objectives, plans and budgets approved by the Board.

4.3 Delegation to Committees

- The Board from time to time establishes Committees to streamline the discharge of its responsibilities.
- Each standing Committee adopts a formal charter setting out the matters relevant to the composition, responsibilities and administration of the Committee.
- The permanent standing Committees of the Board are the:
 - Audit, Risk and Compliance Committee,
 - People, Remuneration and Nomination Committee; and
 - Clinical Governance and Care Committee; and
 - Property Committee.
- The Board may also delegate specific functions to ad hoc Committees on an 'as needs' basis.

5 Board process

5.1 Meetings

- The Board will meet regularly.
- Periodically, Non-executive Directors will meet without Executive Directors or management present as and when needed.
- Directors will use all reasonable endeavours to attend Board meetings in person.
- The Company's Constitution governs the regulation of Board meetings and proceedings.
- The 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.

5.2 The Chair

- The Board will appoint one of its members to be the Chair.
- It is intended that the Chair should be an independent Non-executive Director.
- The Chair represents the Board to the shareholders and communicates the Board's position.
- The Chair is responsible for leading the Board, facilitating effective contribution of all directors and promoting respectful and constructive communication between directors and between the Board and management.

5.3 The Company Secretary

- The Board will appoint at least one Company Secretary.
- The Company Secretary is accountable to the Board, through the Chair, on all matters to do with the proper functioning of the Board.
- The Company Secretary is responsible for coordination of all Board business, including agendas, board papers, minutes, communication with regulatory bodies and ASX, and all statutory and other filings.
- All Directors will have direct access to the Company Secretary

5.4 Disclosure of interests

- Directors 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 Board.
- On appointment Directors 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 Board 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 Board's consideration of the relevant agenda item(s). Details of potential or actual conflicts of interest declared by members of the Board and action taken will be appropriately recorded in the minutes.

- Directors 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

5.5 Confidentiality

- All proceedings of the Board, 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 with the Company or Board.

Attachment 1

Guidelines of the Board of directors – Independence of directors

Without limiting the Board's discretion, the Board has adopted the following guidelines to assist in considering the independence of directors.

In general, a Director will not be considered to be 'independent' if he/she:

- is, or has been, employed in an executive capacity by the Group and there has not been a period of at least three years between ceasing such employment and serving on the Board;
- receives performance-based remuneration (including options or performance rights) from, or participates in an employee incentive scheme of, the Company;
- is, or has been within the last three years, in a material business relationship (e.g. as a supplier, professional adviser, consultant or customer) with the Group, or is an officer of, or otherwise associated with, someone with such a relationship;
- is, represents, or is or has been within the last three years an officer or employee of, or professional adviser to, a substantial shareholder;
- has close personal ties with any person who falls within any of the categories described above; or
- has been a director of the Company for such a period that their independence from management and substantial shareholders may have been compromised.

Notwithstanding the above, the Board may determine that a Director is independent if the Board is of the view that the interest, position or relationship in question is not material and will not interfere with the Director's capacity to bring an independent judgement to bear on issues before the Board and to act in the best interests of the Company as a whole rather than in the interests of an individual shareholder or other party.

Materiality

The Board will consider the materiality of the directors' interests, position, association or relationship for the purposes of determining 'independence' on a case by case basis, having regard to both quantitative and qualitative principles.

Without limiting the Board's discretion in this regard, the Board has adopted the following guidelines:

- The Board will determine the appropriate base to apply (eg revenue, equity or expenses), in the context of each situation.
- In general, the Board will consider a holding of 5% or more of the Company's shares to be material.
- In general, the Board will consider an affiliation with a business which accounts for less than 5% of the relevant base to be immaterial for the purposes of determining independence. However, where this threshold is exceeded, the materiality of the particular circumstance with respect to the independence of the particular director should be reviewed by the Board.

Overriding the quantitative assessment is the qualitative assessment. Specifically, the Board will consider whether there are any factors or considerations which may mean that the director's interest, position or relationship might influence, or might be perceived to influence, in a material respect the director's capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the Company as a whole rather than in the interests of an individual shareholder or other party.