

Diversity, Equity & Inclusion Procedure

Fisher & Paykel Healthcare Corporation Limited

Introduction

Our purpose is to improve care and outcomes through inspired and world-leading healthcare solutions.

If we are to truly deliver on this purpose, it all starts with our people. We know we need the best people and the best environment to generate the original ideas that lead to the innovative solutions required to create better products, processes and practices.

We are committed to building a positive and inclusive culture free from bias and discrimination, where our people can speak openly and freely.

This procedure implements Diversity, Equity and Inclusion fundamentals to achieve the intention of our People Policy and our Environmental & Social Responsibility Policy.

Scope

This is a global procedure. It applies to all Fisher & Paykel Healthcare (F&P) business operations and locations.

Our Commitment

To achieve our Company purpose, we nurture a culture that is collaborative, open, diverse, honest and inclusive. For us this means that F&P is a place where everyone can:

- find belonging
- reach their full potential
- contribute over the long term.

To develop this environment, we are committed to embedding Diversity, Equity and Inclusion in everything we do. We think this approach is key to achieving long-term, sustainable improvement.

We recognise that this work requires long-term thinking and innovative solutions to complex challenges in our workplace, and that it has a lasting impact on our communities. We are not afraid to do things differently and take a considered approach to ensure our solutions will address our unique Diversity, Equity and Inclusion opportunities and challenges.

Our journey towards gender equity has started and our long-term goal is to increase the representation of women in senior roles. As we continue our work in Diversity, Equity and Inclusion, we will broaden our approach to include additional dimensions of diversity.

Our Approach

We embed Diversity, Equity and Inclusion into everything we do by implementing the following fundamentals:

Global approach

We are global in people, in thinking and in behaviours. To us, diversity encompasses all demographics, identities, backgrounds and experiences. Diversity, Equity and Inclusion efforts in each region will reflect the local context and priorities.

High performing teams

We believe teams benefit greatly from the diverse backgrounds, perspectives and ideas that our people bring to our environment. When building high performing teams, we consider the right skill set, alignment with our values and diverse representation. We are committed to building our teams, with the best possible people, free of bias, unconscious or otherwise.

We offer continuous coaching and development opportunities within our teams to help our people be better at what they do. This is tailored for each employee to help them reach their full potential and contribute to F&P over the long term.

Designed for our people by our people

Having an environment where our people are empowered to take an active role in leading Diversity, Equity and Inclusion initiatives, along with strong leadership support, is critical to creating a positive lasting impact for our people.

We believe our people are best placed to develop initiatives that address our unique opportunities using their diverse backgrounds and experiences. Our leaders provide support and guidance to ensure that our people have the resources and tools they need to make a meaningful impact.

A positive and inclusive culture

We nurture a positive and inclusive culture based on trust and respect, that encourages our people to speak openly and is free from bias, discrimination, harassment or bullying. The Company recognises any form of discrimination, harassment or bullying is totally unacceptable behaviour and may be treated as serious misconduct.

We have several options for our people to raise concerns about conduct they believe breaches F&P's Code of Conduct or if they have observed behaviour that they believe is unsafe, unethical or illegal. They can report it to their manager, report it to the Legal Team, report it to the Human Resources Team or report it under our Global Speak Up Procedure.

Supporting communities

We seek to build brighter and healthier communities through care and collaboration and recognise our ability to influence communities where we have a large presence.

Our Diversity, Equity and Inclusion initiatives should reflect the needs of the local community, wherever possible, to ensure that they create a positive lasting impact on society.

Relationships with local communities are critical to this work so that those with lived experience are part of the solution for more equitable outcomes.

Measuring Progress

Data and insights

Data creates insights that inform our actions. We use data and insights to understand where we are, identify bias, drill down to the root cause and take action to address it. We continuously improve and take incremental steps to ensure F&P is a place where everyone finds belonging, reaches their full potential and contributes to F&P over the long term.

Agreed diversity metrics are reviewed at least annually by the People and Remuneration Committee. At a minimum, we globally report gender pay ratio, gender representation and turnover. Gender is the first dimension we are measuring, and we will continue to develop metrics that cover further dimensions of diversity over time.

Measurable objectives

We believe that "what gets measured gets improved". We will establish global measurable objectives using both quantitative and qualitative measures to review our performance against these objectives.

Roles and Responsibilities

Board of Directors

Approve the Company's Diversity, Equity & Inclusion Procedure.

Approve Diversity, Equity and Inclusion objectives and review achievement against these objectives.

People and Remuneration Committee

Annually review and make recommendations to the Board on the Company's Diversity, Equity & Inclusion Procedure.

On an annual basis, review the effectiveness of the Diversity, Equity & Inclusion Procedure and monitor the Company's performance against it by:

- assessing the Company's progress towards the achievement of the measurable objectives approved by the Board with respect to the Diversity, Equity & Inclusion Procedure and any strategies aimed at achieving the objectives; and
- reporting to the Board and recommending any changes to the measurable objectives, strategies or the way in which they are implemented.

Executive Team

Responsible for developing and, once approved by the Board, leading the implementation of objectives that support efforts to make F&P a place where everyone can find belonging, reach their full potential and contribute over the long term.

Managers

Actively support, lead efforts and encourage employees to participate in activities to make F&P a place where everyone can find belonging, reach their full potential and contribute over the long term.

Create a safe and inclusive work environment where our employees feel valued and respected.

Consider the impacts of Diversity, Equity and Inclusion across all people decisions and build diverse teams.

Provide support and guidance to ensure that our people have the resources and tools they need to make a meaningful impact.

All employees

Contribute to an environment where everyone can find belonging, reach their full potential and contribute over the long term.

Diversity and Inclusion Manager

Implement objectives established by the Board, sponsor initiatives throughout the organisation and report internally and externally on the Company's performance in these areas.

IDEA (Inclusion, Diversity, Equity and Awareness) Council

Be employee-led, trusted advisors to the Executive Team and the Board of Directors.

Actively support and lead efforts to make F&P a place where everyone can find belonging, reach their full potential and contribute over the long term.

Employee groups

Actively support and lead efforts to make F&P a place where everyone can find belonging, reach their full potential and contribute over the long term.

Board of Directors

The Board's process for the selection and appointment of new directors and our Board gender diversity objective is detailed in the Company's Procedure for Selection and Appointment of Directors.

Definitions

Diversity

Diversity is differences between people that may include race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, disability, age, and many more. Diversity spans demographics, identities, backgrounds and experiences.

Equity

Equity is recognising that we all have different starting points, due to many factors. When we recognise we have different starting points, we realise that we all have different needs to achieve equitable outcomes.

Inclusion

Inclusion is ensuring we have an environment such that everyone feels valued and heard, feel like they belong here, and can contribute to their full potential.

Approved by the Board on 27 May 2025.