

Diversity and Inclusion Policy

Our business' purpose is to improve care and outcomes for patients, clinicians and communities around the world. This is a purpose that's about people. If we are to truly deliver on this, we know we need the best people and the best environment in which the best ideas can grow.

Commitment to doing the right thing by our people

One of our core beliefs is that the commitment to doing the right thing is what our customers will find compelling. This extends to doing the right thing by our own people.

What does doing the right thing by our own people look like?

1. Empowering employees to reach their potential

We believe our people are our strength, and are committed to providing equal employment opportunities for our people, and an environment where everyone has the opportunity to reach their full potential.

As a global company, we value the differences our people bring as we believe this creates a diversity of thinking that forms the foundations of our culture. We strive to develop a workforce consisting of individuals with diverse skills, values, backgrounds, ethnicities and experiences.

This commitment to diversity and inclusion means ensuring that no individual is excluded from a position, for which they are skilled and qualified, by inappropriate systems, practices and attitudes. It also means eliminating barriers to ensure that everyone is considered for the employment of their choice and that our people have the opportunity to perform to their full potential.

2. Creating an inclusive culture

We are global in people, in thinking and in behaviours, and we believe that an inclusive culture is essential for diversity to thrive. We are committed to fostering an inclusive workplace where our employees feel they are treated fairly and their contributions are respected and valued. We believe this promotes continuous questioning and continuous improvement which builds innovative and high performing teams.

3. Measuring and reporting on our diversity and inclusion objectives and progress

We relentlessly strive to provide a high quality of life for our employees and believe that "what gets measured gets improved". We will use both quantitative and qualitative measures to review our diversity and inclusion performance and, as with all areas of our business, have a focus on continuous improvement. The Board is responsible for establishing measurable objectives for achieving a diverse and inclusive workforce.

Each year in our annual report we will disclose the measurable objectives for achieving gender diversity set by the Board in accordance with this policy and our progress towards achieving those objectives.

Board diversity

The Remuneration and Human Resources Committee takes into account factors such as the skills, expertise, experience (including commercial and/or industry experience) and diversity of backgrounds in assessing candidates to be nominated as directors. The Board's process of appointment and selection of new directors is further detailed in Fisher & Paykel Healthcare's "Appointment and Selection of New Directors Policy".

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Diversity managers

The company will appoint one or more diversity managers to implement the diversity and inclusion objectives established by the Board, sponsor diversity and inclusion initiatives throughout the organisation and report internally and externally on the company's performance in these areas.

What is diversity?

Diversity refers to characteristics of individuals and includes (but is not limited to) factors such as gender, marital status, religious belief, ethical belief, colour, race, ethnic or national origin, disability, age, political opinion, employment status, family status or sexual orientation/preference.

Annual review of this policy

The Board has delegated to the Remuneration and Human Resources Committee the responsibility for reviewing the Company's Diversity Policy. On an annual basis, the Remuneration and Human Resources Committee will review this Diversity Policy, the diversity objectives and achievement against diversity objectives, including the representation of women at all levels of the organisation. The Remuneration and Human Resources Committee will provide its report to the Board of Directors for its review, approval and adoption. Nothing in this policy shall be interpreted to endorse any discriminatory behaviour by or within Fisher & Paykel Healthcare contrary to the law or applicable Fisher & Paykel Healthcare Code of Conduct.