

RYMAN HEALTHCARE LIMITED BOARD HEALTH, SAFETY AND WELLBEING GOVERNANCE CHARTER

Health, Safety and Wellbeing Charter Statement

1. As a Board, we aim to develop and maintain an environment and a workplace culture throughout the organisation that has a clear focus and commitment to the health, safety and wellbeing of our residents, team members, stakeholders, contractors and others to whom we have responsibilities.
2. The Board aims to maintain an effective governance framework to set clear expectations and enable oversight of the performance of Ryman Healthcare Limited (*Ryman*).
3. The Board Health, Safety and Wellbeing Governance Charter (*Charter*) is the highest-level stand-alone health, safety and wellbeing document within Ryman's overall Health, Safety and Wellbeing Management System. It defines how the Board sets health, safety and wellbeing expectations and strategy, and identifies how health, safety and wellbeing is managed and monitored by the Board.
4. The Charter applies to all activities controlled by Ryman. This includes workplaces under its control and workers, contractors, or other stakeholders to whom Ryman owes a health, safety and wellbeing duty.

Objectives

5. The key objectives of this charter are to:
 - 5.1. Set out the governance principles that are an active component of Ryman's activities and decision-making.
 - 5.2. Lay out a framework to monitor the integration of the principles into Ryman's organisational philosophies, culture, practices, and company plans.
 - 5.3. Embed the governance function as a component of Ryman's Health, Safety and Wellbeing Management System and executive management responsibility.
 - 5.4. Outline the roles and responsibilities of both committees and individuals.
 - 5.5. Detail the Terms of Reference for the Ryman People and Safety Sub committee of the Board.

Our Vision

6. Ryman's guiding principle is that *'it's got to be good enough for Mum and Dad, and safe enough for our own family'*.

7. With respect to health, safety and wellbeing, our vision is for everyone to get home safe and well. To achieve **our vision**, we have a range of **key beliefs and values** that guide the establishment of the pillars for good practice and effective management for workplace health, safety and wellbeing.

OUR VISION <i>Everyone home safe and well.</i>	
KEY BELIEFS AND VALUES	We have a positive attitude and commitment towards health, safety and wellbeing.
	We strive to be 'safer together' through continual improvement in order to avoid harm or adverse health to workers and others.
	We all look after each other.
	Our people understand what risk is and how to manage it.
	Our people prioritise safety, health and wellbeing and are supported by their leaders to do so – “We do it safely or not at all”.
	We all speak up about health, safety and wellbeing - we don't walk past or accept anything outside our values.

Principles of health, safety and wellbeing governance

8. The Board are committed to leading health, safety and wellbeing by setting clear expectations for management and the organisation. These expectations will be set through:
- 8.1. Setting the policy direction for health, safety and wellbeing management. The Board will lead health, safety and wellbeing by approving the long-term strategic Health, Safety and Wellbeing Plan and framework, and associated policies. This includes establishing relevant lead and lag targets as well as the organisational risk tolerance with respect to health, safety and wellbeing.
 - 8.2. Ensuring that the Board's behaviour is aligned with the organisation's health, safety and wellbeing goals to encourage a positive workplace culture. Financial and performance targets will not be of higher priority than addressing health, safety and wellbeing concerns.
 - 8.3. Engaging with workers and management. The Board will encourage workers to contribute to improvements, system development, and have dedicated engagements with senior management regarding health, safety and wellbeing.
 - 8.4. Ensuring that the Board's leadership is 'informed leadership'. Directors have processes to remain informed about current organisational health, safety and wellbeing performance including risks and control methods.

- 8.5. Overseeing and regularly reviewing systems. There are clear responsibilities at a Board level for health, safety and wellbeing management and reporting. Robust audit, oversight and control systems provide suitable levels of assurance. This promotes effective management of risk, suitable performance reporting and enables continuous improvement in health, safety and wellbeing management.
- 8.6. Setting clear values and standards. Ryman's health, safety and wellbeing standards and values are effectively communicated both internally and with external stakeholders.
- 8.7. Thinking strategically about our responsibility towards improving health, safety and wellbeing. Areas for development in the organisation are identified and improvements are both supported and encouraged while still managing health, safety and wellbeing risks effectively. Where expert specialist advice is required this is identified and appropriate support obtained.
- 8.8. Creating a culture of safety. The Board is responsible for establishing and entrenching the Charter values in Ryman's organisational culture by leading this from the governance level.
- 8.9. Remaining informed of, and curious about, health, safety and wellbeing matters. The Board will remain aware of, and regularly updated about, health, safety and wellbeing matters. The Board understands what Ryman is obliged to do in accordance with applicable health and safety laws, and how Ryman complies with those laws.

Health, safety and wellbeing roles and responsibilities

Ryman Healthcare Limited

9. Ryman has a primary duty of care to ensure, so far as is reasonably practicable, the health, safety and wellbeing of our workers, including workers under our influence or direction, and that the health, safety and wellbeing of others is not put at risk from work carried out as part of the business of Ryman.
10. Ryman works with many other persons conducting a business or undertaking (PCBUs), including large corporates, sole traders, or self-employed contractors, to conduct our day-to-day business. To manage these overlapping duties effectively, PCBUs must consult, cooperate and coordinate their efforts with other PCBUs who have a duty in relation to the same matter. Ryman will model effective safety leadership to support and encourage the various PCBUs it interacts with to manage their overlapping duties.

Board of Directors

11. Ryman Directors are officers of Ryman, and are individually committed to:
 - 11.1. Continuously learning about, and keeping up-to-date knowledge of work health, safety and wellbeing matters;
 - 11.2. Gaining an understanding of the nature of the work and generally the hazards and risks associated with those operations;

- 11.3. Ensuring Ryman has appropriate resources and processes:
- 11.3.1. to eliminate or minimise the risks to health, safety and wellbeing from work, and uses them;
 - 11.3.2. to communicate and consider information about work health, safety and wellbeing, and to respond to that information;
 - 11.3.3. to comply with any duties and requirements under New Zealand's Health and Safety at Work Act (2015), and Victoria's Occupational Health and Safety Act (2004), and uses them.
- 11.4. Verifying the provision and use of the resources and processes referred to above.
12. The Ryman Directors have overall responsibility for setting health, safety and wellbeing expectations, approving the company's general Health, Safety and Wellbeing Strategy and for monitoring health, safety and wellbeing performance. They are supported in this through their Board People and Safety Sub Committee (BPSSC) who report back to the Board of Directors, and through their individual due diligence.
13. The Board agree to meet the requirements of an Annual Activity Schedule (*Annual Activity Schedule*), which shall be developed each year by the BPSSC. The Board and Group CEO will be consulted before confirmation of the Annual Activity Schedule each year.
14. The Board is responsible for ensuring the Group CEO is accountable for implementation of the Health, Safety and Wellbeing Strategy and meeting its expectations.

Board People and Safety Sub Committee responsibilities

15. The BPSSC is comprised of as least three Directors (one to be chair of the committee), the Group CEO and the CFO as Directors of the Ryman Group Subsidiaries. Others may join the committee by invitation. Any Director is entitled to attend meetings of the sub committee. Refer to Appendix A for the BPSSC Terms of Reference.
16. The BPSSC will review, monitor and make recommendations to the Board on the organisation's health, safety and wellbeing risk management framework policies and strategic plans to ensure that the organisation has clearly set out its commitments to manage health, safety and wellbeing matters effectively and with the intent of continual improvement.
17. The BPSSC will exercise due diligence to ensure that a fit-for-purpose Health, Safety and Wellbeing Management System is in place and is being effectively implemented, regularly reviewed, and continuously improved. Through the Group CEO, the BPSSC will establish clear expectations and systems of reporting between the BPSSC and operational management of Ryman.
18. The BPSSC will update the Board via a formal meeting agenda item at every Board meeting that that enables the board to fulfil its roles and responsibilities as set out in 1.11, 1.12 and 1.13 of this Charter.
19. The BPSSC receives the minutes of the Executive Health, Safety and Wellbeing Sub Committee (EHSWSC), and notes from Safer Together Forums and other relevant meetings.

Reference documents:

Board People and Safety Sub Committee Terms of Reference.

Relationships between Ryman Health and Safety Committees and teams

Executive Health, Safety and Wellbeing Sub Committee (EHSWSC)

20. The EHSWSC is comprised of Senior Executive and Senior Leaders across Ryman. The committee meets regularly to review the health, safety and wellbeing performance of Ryman, and direct required actions for improvement.

Safer Together forums and Worker Representative Committees (WRC)

21. The Safer Together forums involve frontline workers from different areas of Ryman's business to identify key areas for health, safety and wellbeing improvement. The forum is free from management oversight to encourage open discussion and opinion sharing. Recommendations for appropriate actions are passed to relevant senior managers for consideration. Forum meeting notes and progress on key actions are passed onto the EHSWSC.

22. Similarly, the Worker Representative Committees (WRC) will be groups of frontline workers that are established as required for the purpose of worker participation in relation to specific projects, topics, or bodies of work. The make up of those committees will be relative to the specific purpose. As above, these committees will be free from management oversight to encourage open discussion and opinion sharing. Recommendations for appropriate actions are passed to relevant senior managers for consideration. Committee meeting notes and progress on key actions are passed onto the EHSWSC and BPSSC, where appropriate.

Site, Village and Office/Sales Health, Safety and Wellbeing meetings

23. Site, Village and Office/Sales Health, Safety and Wellbeing meetings involve Ryman workers providing and receiving information to and from the EHSWSC, teamRyman committees, Safer Together Forums and WRC on health, safety and wellbeing. The information may include site specific items, policies and changes to the Health, Safety and Wellbeing Management System.

Ryman Management - Relationships between Ryman roles and responsibilities

24. Health, safety and wellbeing is a shared responsibility for everyone at Ryman, at every location, at all times. All workers have the responsibility and the authority to act to prevent unsafe actions or practices by themselves or others.

Group CEO Responsibilities

25. The Group CEO has a key role in leading the implementation of the Health, Safety and Wellbeing Strategy and expectations set at governance level.

SET, SLT, Regional and Project, Village, Finance Managers

26. The Senior Executive, Senior Leadership, Regional, Project, Village and Finance Management teams are all responsible for leading, modelling and communicating the Board's Health, Safety and Wellbeing Strategy and expectations as directed by the Group CEO. This includes ensuring their operations under their control are completed within the organisation's Health, Safety and Wellbeing Plan and framework and aligned with Ryman's guiding principle that *'it's got to be good enough for Mum and Dad, and safe enough for our own family'*.

External Advisors (Health and Safety Advisor and Legal Advisor)

27. External advisors will be engaged by Ryman to provide advice, direction, or assistance as needed in relation to health, safety and wellbeing management or compliance. It will be the responsibility of the external advisors to provide timely, accurate and practical advice, direction, or assistance as requested. External advice should be informed by the principles set out in this Charter and reflect the Board's expectations in relation to managing health, safety and wellbeing.

Ryman Health and Safety team

28. The Ryman Health, Safety and Wellbeing team always ensure that health, safety and wellbeing is a key consideration and the policies, processes and practices are aligned with Ryman's vision and key values and beliefs. The team provides subject matter advice and support as required and promotes a positive attitude towards health, safety and wellbeing across our organisation. This includes developing and implementing health, safety and wellbeing initiatives that support Ryman's Health, Safety and Wellbeing Management System and strategy.

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