



Diversity, Equity and Inclusion Policy

May 2026

1 Purpose

The purpose of this Policy is to outline Ryman's commitment to supporting a diverse and inclusive environment for every Ryman team member.

2 We believe

Our people are our most valuable asset, and the collective sum of their individual differences, life experiences, knowledge, capabilities and talent, represents a significant part of our culture, our reputation and our achievements to date. It is also the foundation for our future success.

We embrace and encourage our team members differences in age, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our team members unique.

Inclusion means welcoming people to be themselves, while they bring out the best in others, and meet the standards and expectations of their role. Diversity amongst our people makes us stronger, enables greater innovation, and improves the delivery of our business goals.

We want all our team members to be treated fairly and feel valued and, respected. It means everyone feels a sense of belonging, is safe and supported and has the opportunity to progress their career, and contribute to our objectives.

3 Core principles

This means we work to develop a culture where our team members:

- Treat everyone with dignity, respect and fairness
- Respect the rights of others and contribute to a workplace free from discrimination, harassment, bullying and intimidation
- Strive to create an inclusive and diverse team that reflects the communities in which we operate
- Promote equal opportunities and eliminate biases in decision making
- Feel safe to share different perspectives, ideas, and ways of working
- Speak up if they see behaviour that is not aligned with our Ryman Characteristics or Policies
- Be mindful of cultural sensitivities and inclusive in the language they use when communicating with others
- Create an equitable and inclusive workplace for First Nations/Indigenous team members, that is reflective of the communities that we operate in
- Are aware of expectations and that any inappropriate conduct or behaviour towards others may be subject to disciplinary action under the Code of Conduct.

As part of Ryman's approach to diversity, equity and inclusion, the People, Safety and Remuneration Committee reviews, and the Board approves, measurable objectives in line with NZX Corporate Governance Code and related guidance.

The People, Safety and Remuneration Committee regularly reviews these objectives and assesses progress against them. Disclosures in relation to diversity objectives and progress are made in the Annual Report.

4 Other relevant documents

- Code of Conduct
- Whistleblower Policy

Ownership and review

Approver	Ryman Healthcare Board
Date	May 2026
Reviewer	People, Safety and Remuneration Committee
Ownership	Chief People and Safety Officer
Review frequency	Every two years or earlier as required