



**CATHOLIC HEALTHCARE LIMITED**

**CORPORATE GOVERNANCE STATEMENT  
2026**

## 1. Mission and Values

Our organisation seeks to govern itself in furtherance of its core mission, which is to promote the dignity, life, and spirituality of older people through connected and inclusive communities. Our values of courage, integrity, and compassion underpin our governance framework.

## 2. Our Why Statement

Work was undertaken throughout 2025, with the assistance of the Mission & Identity Committee, to connect the Why Statement to our Vision, Mission, Strategic Pillars and Values and to ensure that our Why Statement anchors our other organisational components to a single purpose and lens through which all decisions are viewed. The Board of Catholic Healthcare endorsed the Why Statement in February 2025, 'A world where older people thrive', which aligns with Catholic Social Teaching Principles and is underpinned by a vision for a just world. This Why is brought to life at Catholic Healthcare by:

- a) Welcoming everyone as they are and meeting them where they're at,
- b) Providing services in partnership and nurturing spiritual well-being,
- c) Fostering a sense of belonging and connection to address loneliness and social isolation,
- d) Tackling disadvantage for those who are marginalised,
- e) Partnering to amplify the voices of older people for a fairer society.

## 3. Governance Structure

Catholic Healthcare Limited (CHL) is a not-for-profit Public Company Limited by Guarantee and is the primary operating entity that provides Catholic Healthcare's aged care, retirement living, community and home care services. CHL was established in New South Wales in 1994.

Catholic Healthcare is a church body governed by canon law and its statutes and is governed by Trustees, who are appointed by Members. The Trustees function in a stewardship capacity to oversee the organisation's ministry and ensure that Catholic Healthcare's mission is fulfilled. The Trustees appoint the directors of CHL.

## 4. Board Oversight

### 4.1. The Role of the Board

The Board is responsible for:

- a. Guiding and reviewing management performance to ensure fulfilment of CHL's Mission;
- b. Promoting a culture of quality and safety in CHL services of continuous improvement and monitoring to ensure that care complies with all relevant legislation, regulatory requirements, quality standards and guidelines. The Board has ultimate responsibility and influence over the care and services provided to those in CHL's care;
- c. Setting the company's strategic direction;
- d. Setting and annually reviewing CHL's Risk Appetite Statement;
- e. Monitoring and reviewing the effectiveness of Clinical, Safety, Financial and non-financial risk management systems;

- f. Approving and reviewing Board owned Policies;
- g. Appointing and monitoring the performance of the Chief Executive Officer (subject to any appointment or removal of the Chief Executive Officer being approved by the Member of the Company (Trustees)); and
- h. Maintaining an active dialogue with the Trustees through the Board Chair to ensure alignment with CHL’s mission.

The Board is committed to ensuring a high standard of corporate governance that promotes high standards of care and a safe environment for residents, clients, and employees. This allows CHL to be a valuable contributor to the communities in which it operates.

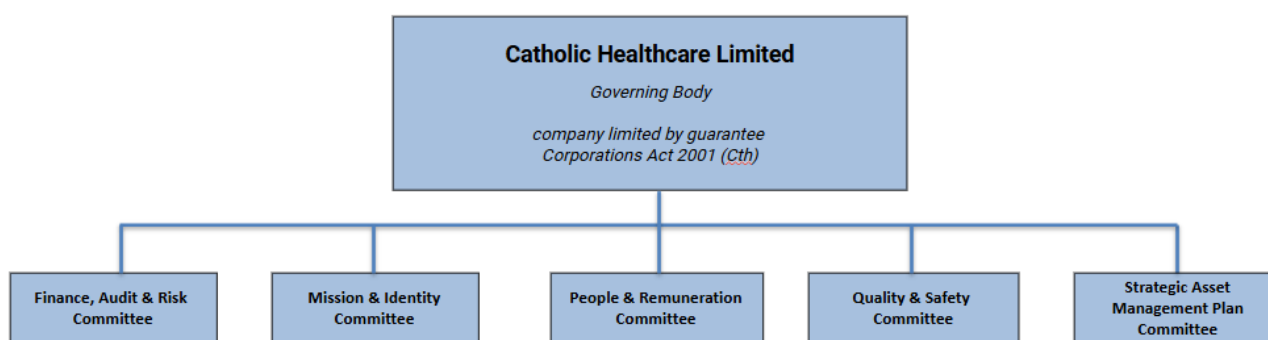
The Governing Body Charter sets out the Board’s roles and responsibilities and identifies matters requiring Board approval and matters delegated to Management.

#### 4.2. Governance Framework: The Board and its Committees

The Governance Framework has been adopted to allow Committees to assist the Board in fulfilling its responsibilities. There are currently five (5) Standing Committees of the Board. Special Purpose Committees may be established from time to time to assist with ad-hoc projects.

##### Standing Committees:

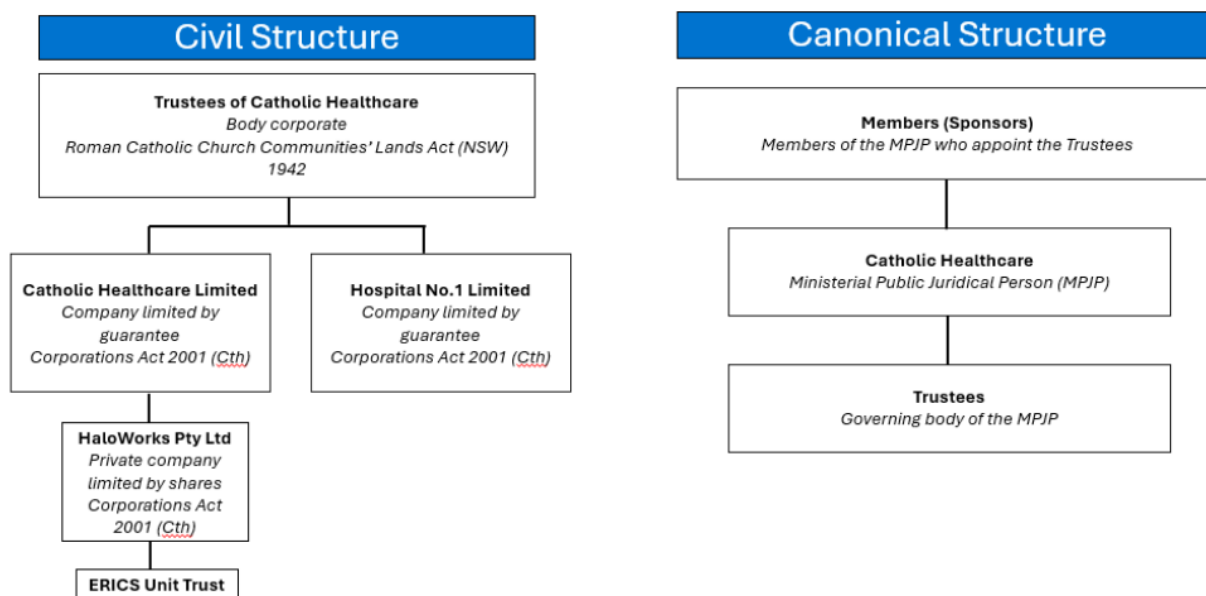
- a. Mission and Identity Committee
- b. Quality and Safety Committee
- c. Finance, Audit and Risk Committee
- d. People and Remuneration Committee
- e. Strategic Asset Management Plan Committee



Each Committee has its own Charter, which sets out the Committee's roles and responsibilities.

### 4.3. Structure

The Trustees of Catholic Healthcare (Trustees), a Ministerial Public Juridical Person, is the sole Member of CHL and, as such, in accordance with clause 20(a) of CHL’s Constitution (Constitution) (as updated and approved on 6 December 2022), the Trustees are required to authorise and give effect to specified CHL Board decisions. This section of the Constitution is referred to as the reserved powers section. The reserved powers and any pre-agreed limits have been outlined in the Governance Authority Matrix, last updated on 4 October 2022.



### 4.4. Board Composition and Succession

The CHL Board is comprised of eight (8) directors who provide a diverse mix of skills, experience, and expertise, including clinical expertise, which allows the Board to effectively discharge its responsibilities per the Governing Body Charter, CHL Constitution, Strengthened Aged Care Quality Standards and any other relevant legislation, including the *Aged Care Act 2024 (Cth) (Act)* which came into effect on 1 November 2025.

The Trustees of Catholic Healthcare are responsible for appointing Directors to the Board. The Trustees have a Board Nomination Committee, which assesses candidates for open Board positions and Directors seeking re-appointment. The Committee then makes a recommendation to the Trustees regarding these appointments. The Committee Charter outlines the Committee’s roles and responsibilities and allows nominated Board members to attend as observers. Only Trustee members have voting rights.

The Committee considers the Board Skills Matrix when considering the suitability of candidates and endeavours to recommend candidates who ensure the Board has an appropriate mixture of skills, experience, and diversity.

#### **4.5. Director Independence**

Directors are required to be independent of any conflict of interest and always act in the best interests of CHL. They should be free of any position, role, ownership, or other relationship interfering with their ability to objectively and independently act in CHL's best interest.

In accordance with the Act, the Board must have a majority of Independent Non-Executive Directors.

All CHL directors have been assessed against the factors relevant to assessing a director's independence, as set out in the ASX Corporate Governance Principles and Recommendations (4<sup>th</sup> Edition) and the Aged Care Quality and Safety Commission's Independence Checklist for approved providers. As a result of this assessment, all CHL directors have been deemed Independent Non-Executive Directors.

#### **4.6. Other Director Requirements**

Directors must hold a valid Director ID and, as Key Personnel of CHL, are assessed annually to ensure they continue to meet the suitability criteria per the Act.

#### **4.7. Clinical Care Experience**

The Act requires the Board to have at least one (1) Director with clinical care experience.

The Board currently has two (2) Directors who hold current Australian Health Practitioner Regulation Agency (AHPRA) registrations. Both of these Directors are members of the Quality and Safety Committee. CHL therefore has two (2) Directors who meet the required clinical care experience.

#### **4.8. Quality Care Advisory Body and Consumer Advisory Body**

In accordance with the Act, CHL has a Quality Care Advisory Body (QCAB) and a Consumer Advisory Body (CAB), which provide reports to the Board on the quality of the aged care services being provided. CAB and QCABs are held for Residential Aged Care and Home and Community Services (HCS), respectively, to ensure the unique needs of each consumer group can be explored. The CAB and QCAB have a charter defining the body's respective roles and responsibilities.

### **5. Mission and Identity**

CHL's Mission and Values are the guiding principles upon which CHL carries out its activities. The Mission and Identity Committee is responsible for assisting the Board in its oversight to ensure that CHL maintains a culture and provides services consistent with its Mission and Values. The Charter of the Mission and Identity Committee sets out the Committee's role and responsibilities and requires that at least one member have a background or understanding of the Mission and Catholic Identity.

## 6. Quality and Safety Governance

Consistent with the core principles outlined above, the Board's key responsibility is providing quality and safe services. The Quality and Safety Committee assists the Board in overseeing the safe and quality provision of CHL's services.

The Committee Charter sets out the roles and responsibilities of the Committee and requires that at least two (2) members have clinical qualifications, and other members have expertise across a range of areas relevant to CHL's operations. This includes assisting the Board to ensure that CHL's systems and processes are appropriate for the delivery of safe and effective clinical personal care, home and community and disability support services that meet all legislative requirements, including the Strengthened Aged Care Quality Standards and the National Disability Standards and the Act.

## 7. Finance, Financial Reporting and Risk

The Finance, Audit and Risk Committee assists the Board in overseeing finance, financial reporting, audit matters (internal and external), risks, and internal controls.

The Committee Charter sets out the Committee's roles and responsibilities, including recommending the appointment of the external auditor and overseeing the internal audit function and the external auditors.

The Board has adopted a high-level Risk Appetite Statement to help guide decision-making. The statement confirms a low appetite for risks that impact the delivery of our core mission and conduct, which is inconsistent with our values. The Statement is reviewed annually.

### 6.1 Chief Executive Officer and Chief Financial Officer Annual Declaration

Annually, before the approval of the annual financial statements, the Chief Executive Officer and Chief Financial Officer declare their opinion on the internal control environment's effectiveness throughout the year and adherence to company policies.

## 8. People and Culture

Our people are central to the delivery of our Mission.

We have policies to provide safe and quality services and engage in ethical behaviour regarding employee recruitment, performance, and behaviour that reflect our core values. that reinforces our obligations to act with respect, provide safe and quality services, and behave ethically.

The oversight of complaints and feedback from employees, consumers, and their families is essential for the Board to assess CHL's culture. The Board also receives regular reports on employee engagement.

The People and Remuneration Committee support, advise, and make recommendations to the Board regarding remuneration strategies, policies, and practices designed to attract, retain, and motivate executives and employees and

ensure that CHL has a diverse and inclusive work environment where everyone is treated fairly and with respect.

The Committee Charter sets out the Committee's roles and responsibilities.

#### **9. Strategic Asset Management**

Our physical assets are central to delivering services to our clients. The Strategic Asset Management Plan (SAMP) Committee provides oversight, supports, advises and makes recommendations to the Board regarding the SAMP prioritisation principles and plan.

#### **10. Effective Date of the Information Contained within this Statement**

Information contained within the 2026 Corporate Governance Statement is current, effective from 7 May 2026.