



Diversity and Inclusion Policy

Paragon Care Limited

ACN 064 551 426

1. Approach to Diversity and Inclusion

- 1.1 Paragon Care Limited (**Company**) has a strong commitment to diversity and seeks to promote an inclusive culture where people are encouraged to succeed to the best of their ability. Diversity includes, but is not limited to, gender, age, ethnicity and cultural background.
- 1.2 The Company's commitment to diversity and inclusion means that it works continuously to ensure an environment that is supportive of equal opportunity and equal access to career development, remuneration and benefits through the implementation of practices, procedures and policies which support, among other matters, diversity.
- 1.3 Diversity and inclusion is about recognising and valuing the contributions of people from different backgrounds, with different perspectives and experiences. It also finds ways to promote a culture where diverse opinions and views can be sought and incorporated into all aspects of the organisations operations. Diversity in this context includes but is not limited to gender, age, disability, ethnicity, religion and cultural background. The Company also recognises that employees at all levels of the Company and regardless of background may have domestic/carer responsibilities requiring their attention.

2. Policies and Practices

- 2.1 Gender diversity is integral to the Company's overall diversity and inclusion strategy.
- 2.2 Diversity related measurable objectives for the Company and its controlled entities may be set and reviewed on an annual basis by the Nomination and Remuneration committee of the Board.
- 2.3 The People and Culture Partner together with the CEO will be responsible, on an annual basis, for developing any required long-term plans to address diversity initiatives and measures.
- 2.4 The Company will prepare an annual demographics report that incorporates key metrics including:
 - (a) Diversity measures against key metrics including pay rate, job level (including director and senior management), turnover and new hires;
 - (b) reporting the uptake or success of programs and identifying improvement strategies;
 - (c) tracking diversity measures over time;
 - (d) assessing any employee survey results.

- 2.5 The Board will be responsible for monitoring and evaluating the implementation of the long-term plan, and the various initiatives contemplated by the plan.
- 2.6 The Board will review the progress of the Company's diversity and inclusion strategy on at least an annual basis including the Company's objectives for achieving gender diversity and the Company's progress in achieving those objectives.
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3. Transparency and reporting

- 3.1 The Company is committed to the transparent implementation of its obligations under the ASX Corporate Governance Principles and Recommendations (**ASX Principles**) with respect to diversity, as demonstrated by the following actions:
- (a) establishing this policy as a compliant policy under ASX Principles Recommendation 1.5 by:
 - (i) establishing measurable objectives for achieving gender diversity;
 - (ii) the Board assessing annually the measurable objectives for achieving gender diversity and the Company's progress towards achieving them;
 - (iii) disclosing the Company's gender equality indicators as defined in and published in the Workplace Gender Equality Act;
 - (b) disclosing this policy or a summary of it in accordance with the ASX Principles;
 - (c) in its annual reports or Corporate Governance Statement, disclosing the processes the Board adopts and the criteria the Board takes into consideration in its selection of prospective new Board members;
 - (d) in its annual reports or Corporate Governance Statements, disclosing:
 - (i) the measurable objectives for achieving gender diversity set by the Board in accordance with the terms of this Policy;
 - (ii) the progress towards achieving those measurable objectives;
 - (iii) the respective proportions of men and women:
 - on the board;
 - in senior executive positions, including how "senior executive" is defined for these purposes; and
 - across the Company.

4. Monitoring and Evaluation

- 4.1 The Board, with the assistance of the Company Secretary, will monitor the scope and currency of this Policy.

5. Review of this Policy

- 5.1 The People and Culture Partner together with the CEO will review this Policy annually or as requested by the NRC.
- 5.2 Any amendment to this Policy must be approved by the Board.

6. Approved and Adopted

This Policy was approved and adopted by the Board on 19th November 2025.