

Tissue Repair Ltd

Diversity and Inclusion Policy

1. Approach to Diversity and Inclusion

At Tissue Repair Ltd (**Tissue Repair** or **Company**), we value diversity and inclusion and the benefits these bring to our business. We recognise that embracing diversity and inclusion at Tissue Repair brings advantages to the way we do business by:

- accelerating innovation through embracing the unique experience, ideas, skills and perspectives of our people;
- helping us to attract and retain top talent and seeking to bring out the best in everyone; and
- enabling us to better reflect and serve our clients, partners and the diverse communities with which we interact every day.

We believe that by driving better outcomes through diversity and inclusion, we can amplify Tissue Repair's positive impact on the world.

For us, embracing diversity means acknowledging, appreciating and celebrating all the ways we are different in all forms, both visible and not visible. It includes differences that relate to gender, age, culture, ethnicity, race, disability, family status, language, religion, sexual orientation, and gender identity, as well as differences in socio-economic background, skills, work styles, perspectives and experience.

We know diversity is important, but it is through inclusion that we really tap into the potential and power of our differences. Inclusion means seeking to have a work environment where all Tissue Repair employees have a sense of belonging, fairness, feeling valued and respected, and can play their part in creating business success. We also recognise that to have an inclusive workplace, discrimination, harassment, vilification and victimisation cannot and will not be tolerated.

Tissue Repair is committed to practising and promoting behaviour consistent with its Statement of Values and in accordance with the following general principles.

2. Our key principles

Our approach to diversity and inclusion is summed up in our key principles:

2.1. Principle 1: Reflecting and serving those with whom we work

We value diversity because it reflects and serves those with whom we work, and supports our people to thrive.

Diversity makes us stronger, more innovative and it directly benefits our people, our products and our community. The diversity of our directors, employees and contractors should reflect that of those with whom we work, and their own diverse communities.

We also understand that our behaviour impacts our study subjects and consumers and that it is important we demonstrate that Tissue Repair's facilities, products and communications are safe and inclusive for all individuals.

2.2. Principle 2: Accountability

We are all accountable to create an inclusive culture.

We believe none of us singularly is as good as all of us together. We are committed to an inclusive work environment, where people have a sense of belonging, feel connected, and where difference is celebrated. We value collaboration, embrace authenticity and want everyone to feel comfortable to bring their whole self to work. All of us are accountable to create a culture where individual differences are supported, respected and valued.

Our leaders across the business are expected to be role models and all Tissue Repair employees need to play their part in creating an inclusive culture at Tissue Repair.

2.3. Principle 3: Recognising the benefits of diversity in new talent

We are committed to attracting diverse talent and hiring fairly.

We are committed at all levels to always look to hire the best person for the job and to make fair recruitment and promotion decisions at all levels. Our selection is based on objective criteria, taking into account relevant skills, qualifications and experience. Key selection criteria includes business acumen and/or industry experience. We want a diverse mix of applicants for roles and we are focused on attracting and selecting our people from a diverse pool of talent. When candidates are considered equal or comparable assessed against the key selection criteria, the final selection will be based on the underlying diversity principles set out in this policy.

2.4. Principle 4: Treating our people fairly

We are committed to equal pay for equal work, and rewarding our people fairly.

This means taking steps so that our pay decisions are made free from unconscious bias. It also involves regular review to check for unjustifiable gender pay gaps and monitoring to ensure we are reflecting gender pay equity at all levels across our workforce.

We are also committed to supporting our talent by identifying and addressing systemic barriers that may prevent women and other diverse groups from developing their careers and progressing to senior roles within Tissue Repair.

We support flexible work practices to assist employees to balance work and other personal and caregiver commitments.

3. Setting Objectives

Tissue Repair expects that its succession plans and appointment processes will develop in tandem with its growth as an organisation and increased hiring needs. The Board and Remuneration and Nominations Committee will assess on an annual basis, and more frequently if required, the appropriateness of incorporating specific numerical targets, for example, 30% women, 30% men and the remainder of any gender, both as direct appointments and in the pipeline of talent for future succession to Board representation and senior executive positions.

4. Application of Diversity and Inclusion Policy

This policy applies to all of Tissue Repair's directors and employees.

Due the early stage of the company and its current low number of employees, this policy is aspirational, and does not form part of a Tissue Repair employee's terms of employment, appointment or engagement with Tissue Repair. A departure from this policy or a failure to meet any of the measurable objectives set in accordance with this policy may result in reporting obligations for Tissue Repair, but is not intended to create direct legal obligations or consequences between Tissue Repair and its employees.

5. Review of Policy

This policy will be reviewed at least every two years and may be updated from time to time as and when determined by the Board.