

Equal Opportunity Policy

At Cochlear, we are committed to cultivating an inclusive workplace culture which we believe delivers better outcomes for our shareholders, customers, employees and local communities, helping us to fulfil our mission to help people hear and be heard. We recognise and value the unique contributions, perspectives, experiences and backgrounds of all employees and aim to build a culture that celebrates and leverages these differences. We believe that treating all employees fairly and providing equal opportunities to everyone, is critical to our success as a global company. All our employment and talent management decisions are made on the basis of merit, competence, performance, and business needs.

This commitment is consistent with Cochlear's HEAR Behaviours and Values, which together with our Global Code of Conduct bring to life our mission and reflect what we value as a company. These values foster an inclusive culture and set the expectation for all employees to:

- Hear the Customer: Put the customer at the centre of all that we do
- Embrace Change and Innovate: Think differently to change and grow
- Aspire to Win: Inspire each other to achieve
- Remove Boundaries: Unite and act as one