



2026 Impact Report



Your better health and wellbeing

The 2026 nib Impact Report shares how we are working to improve health outcomes, strengthen communities and build a sustainable future – for our members, our people and the communities in which we live and work.

About this report

This FY26 Impact Report is issued by nib holdings limited, an Australian public company listed on the Australian Securities Exchange, and covers the period from 1 July 2025 to 30 June 2026. It applies to nib holdings limited and its controlled entities (together, the nib Group) and has been approved by the nib holdings limited Board. The report outlines nib’s sustainability approach, performance and progress against FY26 targets, and has been prepared in consultation with subject matter experts across the organisation, supported by relevant internal evidence.

This Impact Report sits alongside nib’s mandatory disclosures and provides context on our sustainability priorities, approach and progress. It is intended for shareholders, customers, employees, partners and communities who want to understand how sustainability considerations are integrated into nib’s business, where we are directing effort, and how our approach is evolving over time. The report has been prepared with reference to the Global Reporting Initiative (GRI) Standards 2021. For FY26, independent limited assurance has been obtained over Scope 1 and Scope 2 greenhouse gas emissions only, in accordance with ASAE 3000; assurance does not extend to targets or other sustainability metrics disclosed in this report.

Our annual reporting suite

Together, these reports offer insight into nib’s performance, governance and sustainability.

Annual Report

Financial performance, strategy, governance and key risks, including mandatory climate-related disclosures under AASB S2 / ASRS.

Impact Report (this report)

How we deliver our purpose and sustainability priorities in practice. This report is now inclusive of our Community Report, previously published separately.

ESG Data Book

Detailed quantitative ESG metrics supporting nib’s sustainability disclosures.

Modern Slavery Statement

Actions taken to identify and address modern slavery risks.

Tax Transparency Report

Our approach to tax governance, strategy and compliance.

Corporate Governance Statement

Governance framework and policies supporting effective oversight.

Acknowledgement of Indigenous peoples

nib operates and supports employees and customers from all corners of the world. Our organisation acknowledges and respects the custodianship that Indigenous and First Nations peoples have over their lands and waterways. nib acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and pays respect to Elders past and present across all the lands on which we operate.

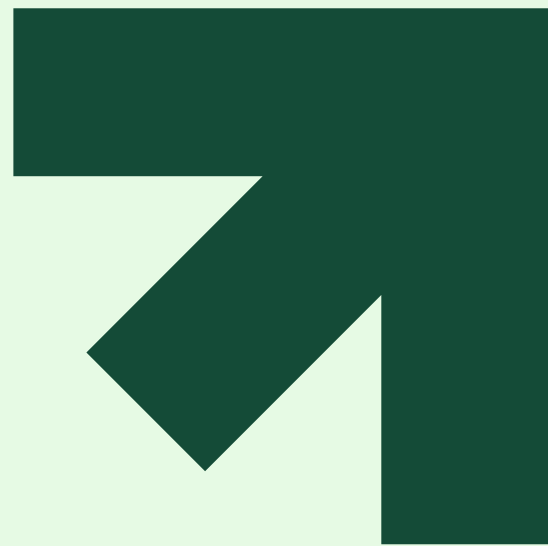
Accessibility

This report has been designed with accessibility in mind to ensure users, including those with disabilities, can more easily access and understand the information. This includes using clear language, providing alt text for images, and formatting documents in a way that is compatible with screen readers and other assistive technologies.

Contact

For more about our sustainability efforts and this report, please visit us at nib.com.au/sustainability or email sustainability@nib.com.au.

Message from the CEO



In FY26, we sharpened our focus on where nib is best placed to make a meaningful difference. Our sustainability approach centres on improving access to care, supporting affordability and clear pathways, strengthening partnerships across the health system, and building long term resilience for our communities and our business.

Progress depends on collaboration. During the year, we worked closely with providers, partners and communities to support access to care and contribute to better health outcomes, while helping to strengthen the sustainability of the health system. These partnerships are essential to addressing complex health challenges that no single organisation can solve alone.

Sustainability at nib is also about building a resilient, well governed business – one that understands and manages risk responsibly, adapts to a changing operating environment, and is positioned to support members and communities over the long term. This includes continuing to strengthen how we manage climate-related impacts and broader operational risks as expectations and regulatory requirements evolve.

This Impact Report provides insight into how we are putting our purpose, *your better health and wellbeing*, into practice. It reflects our commitment to focus on what matters most, to be transparent about progress, and to be clear about where there is more work to do. We are encouraged by the momentum we are building, and clear-eyed about the responsibility we carry in contributing to a healthier, more resilient health system and supporting better health and wellbeing outcomes for our customers and communities.

Ed Close

Managing Director &
Chief Executive Officer
nib Group

“Better health does not happen by chance. It is shaped by whether people can access care, understand their options, and rely on health systems that work for them over time. At nib, our role extends beyond insurance. We work with healthcare providers, partners and communities to support access to care and contribute to a stronger health system.”

About nib

Our purpose at nib is 'your better health and wellbeing'. We are a leading provider of health insurance, disability support and health services in Australia and New Zealand.

We provide value to almost 2 million customers, including more than 260,000 international students and workers in Australia.

Through nib Thrive, we support more than 41,000 National Disability Insurance Scheme (NDIS) participants, helping people living with disability pursue their goals and enhance their quality of life.

We combine human expertise and technology to better understand our customers' needs, improve their experience and deliver products and services that are easy to understand, simple to use and good value.

What we do

We operate across health insurance and related services, supporting people to access care and connect with services that help them manage their health and wellbeing across different life stages and needs.

Our businesses and services include:

- **Australian Residents Health Insurance**
Supporting better health outcomes for people in Australia.
- **nib New Zealand**
Providing health insurance to support the health and wellbeing of people across Aotearoa New Zealand.
- **International Inbound Health Insurance**
Providing health insurance for international students and visitors to Australia.
- **Life insurance**
Providing life insurance products to help protect customers and their families.
- **nib Thrive**
Providing NDIS plan management services to support participant choice, control and access to supports.
- **Health Services**
Working with partners across the health system to support care pathways and health outcomes.
- **nib Travel**
Providing travel insurance to help people travel with confidence.
- **nib foundation**
Supporting community health and wellbeing through partnerships and community initiatives.

Where we operate

- 📍 Australia
- 📍 Aotearoa New Zealand
- 📍 International markets including the USA, UK and Ireland



Supporting nib's purpose and long term success

Our contribution to global sustainability goals

Throughout the report you will see our initiatives mapped against the United Nations Sustainable Development Goals, which demonstrates how we contribute to global sustainability efforts for people, planet and prosperity.



Our sustainability approach

Our purpose is supporting better health outcomes of our customers and the communities we serve.

We support this by providing accessible and affordable health insurance, using human expertise and technology to better understand our members and their needs, and connecting them with trusted providers and partners to access care and improve health outcomes.



Our sustainability vision

We recognise that health outcomes are shaped by more than healthcare. Social, economic and environmental factors including inclusion, meaningful work, financial security and a healthy natural environment, also play an important role.

We focus on where we can have the greatest impact, supporting better health outcomes and stronger communities over the long term.



How sustainability creates value at nib

Sustainability at nib is about supporting long term value for our members, our people, our partners and the communities in which we operate.

Our approach focuses on supporting better health outcomes, building trust and strong partnerships across the health system, and responsibly managing long term risks to support a resilient and sustainable business.

These priorities help us support healthier communities while strengthening the long term resilience of nib.



Our sustainability governance

Sustainability governance at nib supports clear accountability, effective oversight and sound decision making. The Board and executive leadership oversee sustainability priorities, risk management and performance, ensuring integration into business strategy and operations.

Board oversight

The Board monitors the performance of sustainability initiatives and reporting on the social, environmental and ethical impacts of nib’s business practices on stakeholders, including customers, employees and the community. The Board is supported by:

- the Risk and Reputation Committee, which reviews the ASRS Sustainability Report and provides oversight of sustainability-related risks and practices, including climate-related risks;
- the Audit Committee, which reviews the ASRS Sustainability Report and oversees assurance arrangements for climate-related disclosures; and
- the People and Remuneration Committee, which reviews the Impact Report and recommends it for approval.

Management oversight

The Management Risk Committee oversees the implementation, management and reporting of regulated disclosures, including climate-related disclosures and modern slavery reporting. The Management People and Impact Committee oversees the implementation and operational effectiveness of our sustainability pillars and initiatives.

Executive accountability

The Group Chief Risk Officer is responsible for managing the Risk, Compliance and Governance functions across the nib Group. The Group Chief People Officer is responsible for nib’s People and Culture function and has executive responsibility for community and sustainability, including oversight of the management and delivery of sustainability activities.

Working groups and delivery

Cross-functional working groups support climate-related disclosures and modern slavery reporting. Our sustainability pillars and initiatives are supported by sustainability pillar owners and business units across the nib Group, which develop and deliver sustainability activities and contribute to reporting on progress against sustainability targets.



Our sustainability priorities

How we decide what matters most

Our sustainability priorities focus on where nib can have the greatest impact on health and wellbeing, while managing risk and supporting long term business resilience. These priorities are informed by a materiality assessment every 2-3 years and ongoing engagement, which considers the perspectives of our key stakeholders – including employees, customers, suppliers, investors, regulators and the communities in which we operate – alongside health system needs, regulatory requirements and leadership judgement.

Our material sustainability topics are organised within our sustainability pillars, providing a clear structure for action, target setting and performance reporting.

Management of sustainability priorities

Our sustainability priorities align to, and are managed through, the execution of our sustainability pillars. As such, this report provides more information on our social and environmental impacts, policies and commitments, actions and performance.

Our sustainability-related priorities are:



Revitalising our value proposition to enhance population health.



Harnessing digital innovation to personalise health services and anticipate customer needs.



Navigating the health impacts of climate change.



Reaffirming trust and social licence in pursuit of a sustainable business.



Ensuring the responsible management and protection of data.



Enhancing employee wellbeing in an inclusive work environment.

	 Population Health	 Community Spirit & Cohesion	 People, Culture & Employment	 Natural Environment	 Leadership & Governance
Revitalising our value proposition to enhance population health.					
Harnessing digital innovation to personalise health services and anticipate customer needs.					
Navigating the health impacts of climate change.					
Reaffirming trust and social licence in pursuit of a sustainable business.					
Ensuring the responsible management and protection of data.					
Enhancing employee wellbeing in an inclusive work environment.					

Sustainability performance against FY26 targets

Sustainability targets ● Achieved ● Partially achieved ● Not achieved

Pillar	Target	Commentary
 Population health	78,000 members participating in a general health interaction (GHI) across the Group ¹	● More than 89,500 members accessed a general health interaction
	23,000 members enrolled in health management programs (HMP) across the Group ²	● More than 22,300 members enrolled in health management programs
	65,000 health assessments or screening (HAS) undertaken by nib members ³	● While the target was not achieved due to a strategic review of the Australian health assessment portfolio, more than 30,700 members engaged with health and wellbeing products.
	Saved 26,000 hospital bed days through nib's Health Care at Home programs and our Health Management Programs (HMPs)	● More than 28,300 hospital bed days were avoided through care-at-home and health management programs.
 Community spirit & cohesion	1,500 employee volunteering hours	● Employees contributed more than 1,700 volunteering hours.
	250,000 people reached via nib foundation's Prevention Partnerships	● Prevention Partnership programs reached more than 635,000 people.
	100% of FY26 Innovate Reconciliation Action Plan (RAP) deliverables achieved	● All FY26 RAP commitments were delivered.
	20% of our sponsorship funding directly invested in diversity and inclusion initiatives	● 27% of sponsorship funding supported diversity and inclusion initiatives.
 People, culture & employment ⁴	Ensure 40/40/20 gender mix representation in Board, heads of business units, team leaders and management positions ⁵	● Female representation for managers and team leaders (60% female), business unit heads (44% female) and Non-Executive Directors of the Board (43% female) exceeded target, while executives (33% female) and the Board including CEO/Managing Director (38% female) remained below target.
	Gender pay equity in comparable roles <1.5%	● Gender pay equity for comparable roles improved to 1.80%, down from 1.93% in FY25 but fell short of our target. While organisational change influenced the pace of progress during the year, we remain committed to ensuring employees in comparable roles are paid equitably, regardless of gender.
	100% of FY26 Disability Inclusion Action Plan deliverables achieved	● All Disability Inclusion Action Plan commitments were completed.
	Employee Engagement Score of 75%, Inclusion Score of 78% and Wellbeing Score of 75%	● Engagement, Inclusion and Wellbeing scores were 72%, 77% and 73%, respectively. While Inclusion (+1) and Wellbeing (+2) improved from FY25, employee experience targets were not achieved.

Pillar	Target	Commentary
 Natural environment	Provide climate-related education for Board and Executives	● Climate-related education was provided to Directors and Executives.
	Review and re-baseline emissions reduction targets	● Emissions targets were updated and aligned to a refreshed baseline.
	Establish approach to estimating financed emissions (scope 3)	● A proposed methodology for financed and emerging Scope 3 emissions sources was developed.
	Support Honeysuckle Health to uplift their emissions inventory and capability	● Honeysuckle Health was fully incorporated into emissions inventory management and data enhancement activities.
 Leadership & governance	Conduct modern slavery risk assessment for Honeysuckle Health	● A modern slavery risk assessment was completed for Honeysuckle Health suppliers. The only supplier identified as high risk completed a self-assessment questionnaire and was reassigned a medium residual risk rating.
	Establish a program of work to refresh nib's Risk Management Framework, ensuring alignment with 2030 strategic priorities	● An enterprise-wide risk management program was established.
	Establish nib's data quality framework	● A Data Quality Framework was developed and endorsed by the Board.
	Re-certify nib's Information Security Management System (ISMS) to meet ISO/IEC 27001:2022	● The ISO27001 recertification audit was successfully completed for the 8th consecutive year.

Key metrics

Detailed performance metrics are available in our ESG data book.

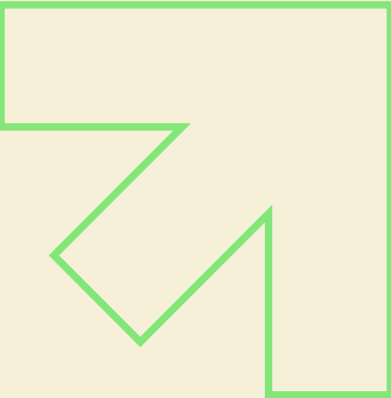
¹ General health interaction defined as digital health services which focus on prevention, education, health literacy and clinical support. ² Health management programs defined as programs that intend to improve health outcomes for a specific disease, injury or condition, which can be sub-classified as a Chronic Disease Management Program. ³ Health assessment or screens defined as programs or services that intend to assess health and wellbeing, risk factors or screen for disease, injury or clinical condition. E.g. Health Check, Skin Check. ⁴ FY26 targets exclude Honeysuckle Health Pty Ltd, Midnight Health Pty Ltd, Prima Health Solutions Pty Ltd and any other entity that is not covered by nib's Group Diversity, Equity & Inclusion Policy. ⁵ Board of Directors includes Non-Executive Directors and CEO/Managing Director of nib holdings limited.



Population Health

Health is shaped by a range of factors such as where people live and work, lifelong behaviours, and access to healthcare.

Health insurance plays an important role in enabling access to care. Aligned with our purpose we increasingly see ourselves as a health partner, supporting our customers to improve health and wellbeing in the communities we serve.



FY26 Highlights



22,342

Enrolled in health management programs



93%

Virtual health care delivery

Applies to Health Management Programs (HMPs) only.



28,302

Hospital bed days saved



75.7

Health management program NPS

Excluding AU partner and NZ programs.

FY27 targets



Conduct a strategic review to optimise health and wellbeing programs and services for nib's customers



Hospital bed days saved

31,400

UN SDGs



The UN Sustainable Development Goals for this section are:

- Goal 3: Good Health and Well-Being
- Goal 10: Reduced Inequalities
- Goal 17: Partnerships for the Goals

We provide a range of personalised, easy to access healthcare services across our business, which eligible customers can access through their health insurance cover. These services are designed to help customers manage their health and wellbeing, with a focus on high quality and value based care. They are delivered by experienced providers, supported by advanced facilities and technology, to ensure customers receive consistent and effective care.

Delivering impact through virtual care models

Across Australia and New Zealand, we deliver a range of services that help customers better understand and manage their health and wellbeing, with a focus on services provided at home and through virtual channels.

In FY26, 22,342 customers enrolled in health management programs, with 93% delivered through virtual models of care. Combining telephonic care coordination with digital support, these programs help customers manage conditions such as endometriosis, type 2 diabetes and osteoarthritis while improving access to care, particularly in regional and non-metropolitan areas. Strong uptake reflects growing demand for convenient, home-based healthcare services.

As our customer base has grown and programs have matured, we are reviewing our portfolio to focus on those delivering the strongest performance and long term value. In FY27, we will prioritise analysis and optimisation, balancing outcomes, engagement and efficiency to maintain sustainability and access.

Measuring outcomes and system impact

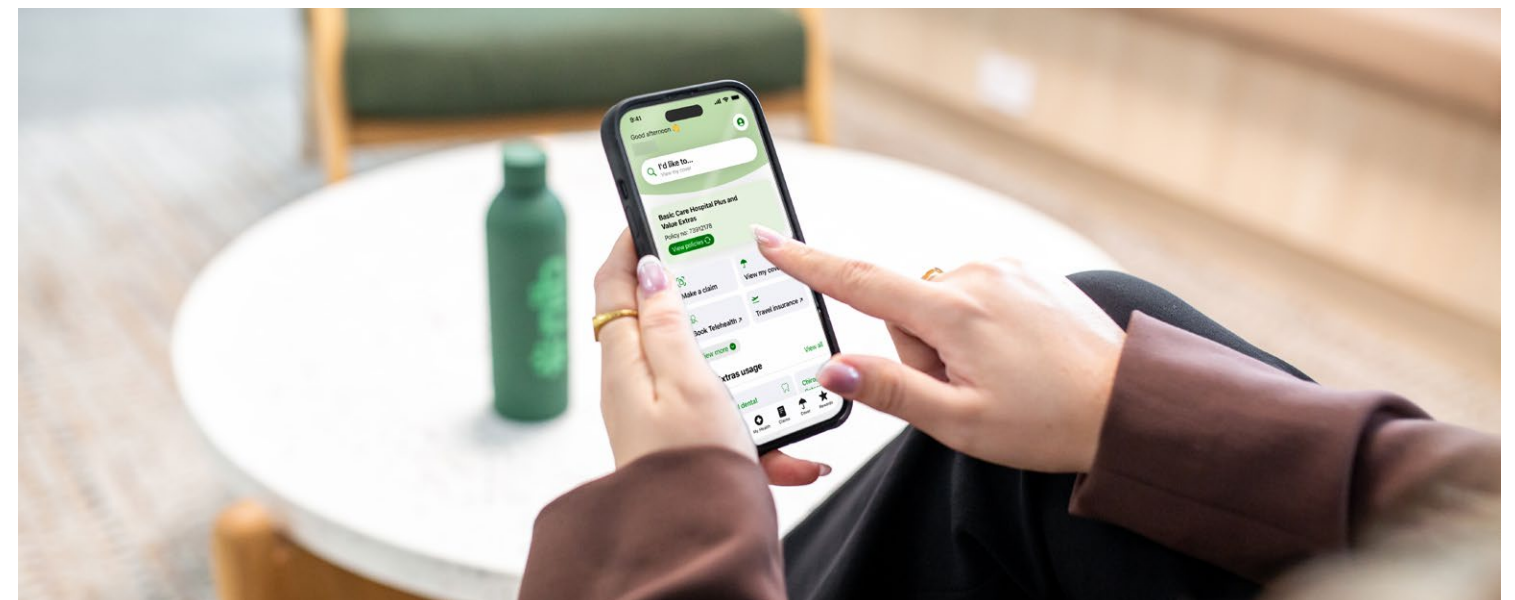
We evaluate the performance of our health management programs and models of care through a balanced set of measures, capturing both health outcomes and system level impacts, including program engagement, healthcare utilisation and customer experience.

In FY26, an overall NPS of 75.7 was reported by participants in Honeysuckle Health programs and the methodology used to assess program effectiveness in terms of reducing avoidable hospital use was verified by independent assessors.



Hospital Bed Days Saved

'Bed days saved' is a key measure of how nib's programs reduce the need for in-patient hospital care by avoiding unnecessary admissions and shortening length of stay. The services we provide enable customers to receive safe, effective care at home—improving quality of life while freeing up hospital capacity. This is achieved through in-home treatments such as dialysis and chemotherapy, as well as health programs that support customers to proactively manage chronic and complex health conditions, enhance wellbeing, adopt healthier lifestyles, and reduce the risk of avoidable hospital admissions.



Australia

Hospital at Home

1,920 eligible customers received hospital in the home nursing services, enabling treatments such as IV antibiotics, autoimmune therapies and complex wound care to be delivered at home.

This model provides hospital level care that would otherwise require multi day admissions or repeat visits, improving comfort and maintaining clinical oversight. It also supports treatments such as chemotherapy, dialysis and, where appropriate, palliative care in partnership with specialist providers.

Healthy Weight for Life (Osteoarthritis)

Healthy Weight for Life (Osteoarthritis) is a comprehensive virtual and phone based program, delivered by a partner provider and funded for eligible customers. It supports people with symptomatic hip or knee osteoarthritis to lose weight and better manage their condition.

In FY26, those who completed the program lost an average of 6.35% body weight. The program supports symptom management, improving health outcomes and reducing risk of osteoarthritis related hospital admissions, delivering a strong return on investment.

Cardihab

Cardihab is a digital cardiac rehabilitation program that combines a smartphone app with telephonic clinical support to help customers manage their heart health. It is offered to customers following a cardiac event, supporting recovery, reducing cardiovascular risk and improving quality of life.

An evaluation completed in FY26 found participants had a lower risk of cardiac admissions in the 12 months after enrolment.



New Zealand

nib Balance is the digital “front door” to nib’s New Zealand health services ecosystem. Built on health scoring technology, it gives customers real time insights into their health across five key areas of wellbeing, helping them identify where support may be needed.

Through partnerships with health and wellbeing experts, Balance provides simple, practical guidance to help customers improve their overall wellbeing. In FY26, 4,965 customers completed a health score through Balance, with 4,243 going on to join a program to support their health and wellbeing.

Endometriosis Support is a wellbeing program designed to support customers living with endometriosis, before and after surgery. The program helps customers understand the factors contributing to their symptoms and provides

a clear, structured plan to reduce their impact and improve day to day wellbeing.

In FY26, 48 customers participated in the program, with 87% of participants reporting a clinically significant reduction in pain by the end of the program.

Northland Pilot for Ngāti Whātua Ōrākei is a targeted care pathway developed in partnership with Ngāti Whātua Ōrākei, local providers and a primary telehealth partner to improve access to care for whānau in rural communities. The pilot responds to lower engagement with GPs through the Toi Ora insurance product for whānau based in Northland. It combines in person screening with telehealth follow ups to support personalised wellbeing plans. Rolled out across

three Northland sites, the FY26 pilot involved 37 customers and identified chronic disease risk factors in 88% of participants.

Kaiārahi

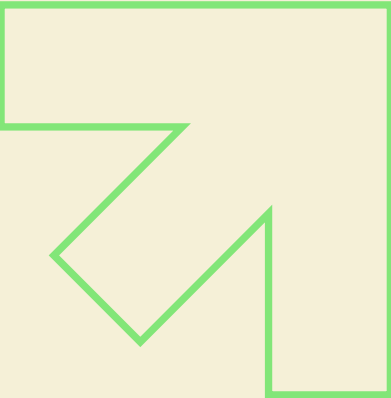
nib provides culturally appropriate, personalised support to customers within its New Zealand Toi Ora partnership. Kaiārahi act as health navigators, working alongside whānau to help them understand their cover, access appropriate services and connect with the programs and providers that best meet their needs. This approach improves engagement and health literacy, and aims to reduce barriers to care, ensuring services reflect the cultural context and priorities of the communities we serve.



Community Spirit & Cohesion

Strong community connection supports physical and psychological resilience. We believe a strong sense of belonging, social justice, and respect of differences is essential to fostering resilient and healthy communities.

Through partnerships, we support community resilience and work to reduce health inequalities. We focus on improving equity for groups who experience health disparities, including First Nations peoples, people with disabilities, and those in diverse and regional communities.



FY26 Highlights



100%

of FY26 Reconciliation Action Plan deliverables achieved



1,765

employee volunteering hours



635,169

people reached via nib foundation's Prevention Partnerships



27%

of sponsorship funding invested in diversity and inclusion initiatives

FY27 targets

100%

of Reconciliation Action Plan deliverables achieved

1,500

employee volunteering hours

9

nib foundation partnerships progress their health equity goals

20%

of sponsorship funding invested in diversity and inclusion initiatives

UN SDGs



The UN Sustainable Development Goals for this section are:

- Goal 3: Good Health and Well-Being
- Goal 5: Gender Equality
- Goal 10: Reduced Inequalities
- Goal 17: Partnerships for the Goals

Investing in digital health solutions

Through nib foundation's Prevention Partnerships, we support community based digital health and wellbeing solutions that connect people to trusted partners and empower healthier choices, including:

- batyr's OurHerd and University Hubs, helping university students navigate mental health through lived experience storytelling, reducing stigma and encouraging early support seeking.
- Black Dog Institute's Sleep Ninja app, providing young people with practical tools to improve

sleep behaviours. 76% of users reported reduced insomnia symptoms, supporting better daily functioning.

- University of Newcastle's No Money No Time platform, building healthier eating habits through practical, evidence based guidance. In FY26, over 20,000 people completed the Healthy Eating Quiz, receiving personalised tips to improve their nutrition.

Learn more in our [Prevention Partnerships Impact Report](#).

Embedding reconciliation into our business

Our Reconciliation Action Plan (RAP) vision extends our purpose of better health and wellbeing to Aboriginal and Torres Strait Islander peoples.

We have completed the first year of our second Innovate RAP, achieving all actions to date, and continue to embed respect and cultural safety across our organisation.

This year, our progress included:

- strengthening products and services using a cultural capability assessment tool
- embedding everyday cultural protocols through refreshed guidance and learning opportunities, strengthening understanding and respect for First Nations peoples and cultures
- participating in Newcastle's Awabakal Community Day during NAIDOC Week, including sponsoring the event's Dance Circle to support celebration of culture, connection and community.
- hosting cultural immersion sessions with the Nikinpa Aboriginal Women's Art Group in Newcastle and Sydney during National Reconciliation Week, where employees engaged in eucalyptus leaf painting while building understanding of its cultural significance in healing, connection and storytelling.
- collaborating with peers through the PHI Health Circle to progress reconciliation across the private health insurance sector.
- deepening local learning through the Newcastle Community of Practice, sharing guidance and experiences across RAP journeys.



nib employees painting eucalyptus leaves during National Reconciliation Week

Supporting culturally safe community programs



Heart Foundation

We support Champions4Change, a First Nations-led program from Heart Foundation, a nib foundation Better Health Partner. It drives change for people impacted by rheumatic heart disease. With lived experience at its core, 25 Champions have reached over 300 people with culturally safe information, to help communities build trust in care and strengthen long term health outcomes.

[Hear from some of the Champions.](#)

The Kindness Institute

With The Kindness Institute we supported the Atawhai program, a six month initiative engaging rangatahi (young people) Māori to build resilience, connection and confidence. Grounded in mātauranga Māori knowledge, the program supported 11 rangatahi aged 13-17 through wānanga (workshops), development sessions and mentoring, with all participants reporting improved emotional regulation, and 91% experiencing strengthened holistic hauora (wellbeing) and a deeper connection to te reo (Māori language) and te ao Māori (Māori customs and protocols).

Championing Women in Sport

In FY26, we continued our focus on investing in the future of women's sport, driving social change and championing the better health and wellbeing for all through the establishment of our new partnership with the Newcastle Jets A-League Women's team as Principal Partner. The Jets join nib's diverse portfolio alongside the Richmond AFLW, Newcastle Knights NRLW, and the Blues Women's teams.

Beyond the field, our partnership with the Minerva Network supports high performance sportswomen through mentoring and leadership development, helping athletes prepare for life during and after sport.

We also welcomed Mary Fowler as nib's Chief Health & Wellbeing Officer, who will work with nib to promote health literacy, inspire Australians to prioritise their wellbeing, and elevate the voices of female athletes as role models for future generations.



Mary Fowler – nib Chief Health & Wellbeing Officer



Newcastle Jets A-League Women

Strengthening communities

We contribute to stronger, more resilient communities where we live and operate by supporting locally led initiatives, investing in inclusive participation through sport, and enabling our people to contribute meaningfully to the causes they care about.

Supporting Lifeline with the Newcastle Knights

In partnership with the nib Newcastle Knights, 20 nib volunteers supported Lifeline Australia by writing 641 handwritten Christmas cards to thank the donors who make its crisis services possible. The initiative helped strengthen donor connection during the holiday period, when demand for support is often at its highest, while also providing employees with insight into Lifeline's vital role supporting community mental health.



Lifeline and the Newcastle Knights

Volunteering with iwi in Auckland

nib employees volunteered alongside Ngāti Whātua Ōrākei at Pourewa, a community vegetable garden and native revegetation nursery in Auckland. By supporting planting, weeding and traditional organic growing practices, our people helped care for whenua (land) while strengthening connections to community and Country.



Junior \$10k Relay event

Supporting kids' sport in NZ

In Aotearoa New Zealand we ran our fifth Junior \$10K Relay event with Koru School taking out the prize at an Auckland Blues vs Hurricanes match at Eden Park. The \$10,000 will go towards new sports gear, first aid supplies, and bringing in a coach to run more sessions and activities designed to build confidence, teamwork and kindness.

Giving back with nibGive

- 1,765 employee volunteering hours
- \$21k+ in employee donations
- 30 charities supported¹
- 6 employee-nominated Good Cause Grants awarded

¹ The total of 30 charities represents charities reached through employee donations, fundraising and volunteering, with charities supported through multiple channels counted once

Championing health equity for people with disability

Diabetes Australia and nib Thrive

Through our Better Health Partner, Diabetes Australia, we're supporting a pilot to improve diabetes care for people with disability. The program builds the capability and confidence of disability support workers to administer insulin, addressing a key barrier to timely care.

nib Thrive supported the program's delivery by promoting the training across its provider network, increasing participation from NDIS providers. By joining the pilot, these providers are helping to shape a more accessible and evidence-based care model.

This collaboration strengthens clinically safe support by improving workforce capability, while demonstrating the value of cross sector partnerships in reducing systemic barriers to essential care.

Partnering for health equity with Down Syndrome Australia

With support from nib foundation, our Partner for Health Equity, Down Syndrome Australia launched [Ageing Well with Down Syndrome](#), a series of accessible resources designed to help people with Down syndrome stay well as they age.

Co-designed with people with Down syndrome, families and health professionals, the resources help people recognise early signs of age-related health conditions, seek support sooner and feel more confident speaking up about their health needs.

As part of the partnership, Down Syndrome Australia also delivered an Inclusive Language Workshop for nib employees, with a focus on nib Thrive teams who work directly with people with disability. More than 70 employees attended the workshop, with 78% of participants from nib Thrive. Feedback showed participants felt more confident using inclusive language and supporting people with Down syndrome and other people with intellectual disability.



Diabetes Australia training for disability support workers

Championing accessibility and inclusion

To mark International Day of People with Disability, our Chief Motivation Officer, Dylan Alcott AO hosted two panel discussions with nib employees. The theme for the year was "Fostering disability inclusive societies for advancing social progress". Employees shared their lived experiences with disability, what inclusion and representation means to them. We also heard from product leaders who touched on the work happening at nib to make our products and services more accessible for all.

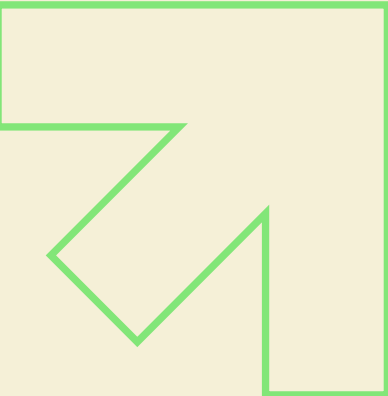
These sessions reinforced the importance of listening, learning and designing with inclusion in mind, to help our people better understand the barriers people with disability face, and the role we each play in creating workplaces, products and services that support equitable access and participation.



People, Culture & Employment

We recognise that employment plays an important role in the health and wellbeing of individuals and communities. We aim to support inclusion and equal opportunity through how we employ and develop our people.

Our 'Life at nib' philosophy supports a safe, inclusive and respectful workplace, with a focus on equity, diversity of thought, and ongoing development for our people.



FY26 Highlights



Completed
100%
of our FY26 DEI Action
Plan deliverables



Women represented
57%
of leadership roles



Delivered our new employee
connection strategy

FY27 targets

Increase our Employee Engagement,
Wellbeing and Inclusion Scores by
3%



Achieve gender pay
equity in comparable
(like for like) roles
<1.5%



Ensure
40/40/20
Gender mix representation
in Board¹, executives, heads of
business units, team leaders
and management positions

1. Board of Directors includes Non-Executive Directors and excludes the CEO/Managing Director of nib Holdings Limited.

UN SDGs



The UN Sustainable Development Goals for this section are:

- Goal 3: Good Health and Well-Being
- Goal 4: Quality Education
- Goal 5: Gender Equality
- Goal 10: Reduced Inequalities
- Goal 17: Partnerships for the Goals



Supporting workforce wellbeing, safety and sustainable performance

In FY26, we supported employee health, safety and wellbeing (HSW) through a group-wide approach that combined risk management, practical support and ongoing employee consultation.

Our focus remained on maintaining a safe and healthy working environment, with particular attention to psychosocial safety as our people navigated organisational change, evolving ways of working and the continued rollout of new technologies.

Through our nibWell program, we delivered initiatives designed to help employees access support in ways that were relevant and practical for them. This included mental health awareness activities, flu vaccinations,

health checks, ergonomic support, wellbeing challenges and access to tools and resources through our HSW hub and wellbeing channels. We also continued to refine our approach so that support was timely, targeted and responsive to employee needs, while promoting awareness of the resources available across the Group.

Our HSW Committee remained an important part of how we strengthened consultation and communication across nib during the year. The Committee helped build awareness of health and safety responsibilities, supported employees to raise issues and share feedback, and reinforced a culture of collective accountability for safe and healthy workplaces. This was complemented by our broader HSW management system

and governance processes, which continued to support oversight of key risks, safety performance and wellbeing priorities across the Group.

- More than 700 on site health assessments were completed via SiSu and Health Kiosk Stations
- 546 employees participated in the 15-minute exercise challenge
- Over 900 active users on our Health & Wellbeing internal communications space
- Wellbeing Score increased from 71% to 75% in May 2026, consistent with Global Benchmarks
- Psychosocial Risk Score increased by 4 points to 72 in FY26.

Enabling flexible ways of working that support engagement and productivity

During the year we evolved our flexible ways of working at nib through our *Life at nib* approach, with a focus on creating an environment where people feel trusted, connected and able to perform at their best. This included embedding our hybrid work model, reviewing hub location strategy and improving in-hub experiences so that our ways of working supported both flexibility and collaboration. Together, these settings were designed to give employees greater autonomy in how they work, while maintaining the connection, rhythm and shared accountability needed to support engagement and productivity.

The launch and activation of the nib Playbook also helped bring greater clarity and consistency to how we work across the Group. By bringing together our purpose, vision, mission, values and strategy in a single source of truth, the Playbook helped connect individual goals and team priorities to nib's broader direction. This was supported through refreshed communication rhythms, performance and goal-setting processes, and ongoing employee listening, helping reinforce a shared understanding of what high performance looks like at nib and how our values are reflected in day-to-day decisions and behaviours.

We also invested in the experiences and moments that shape life at nib. Across FY26, this included delivering an employee connection strategy, a calendar of events and wellbeing initiatives, and refreshed recognition and engagement activities that brought people together in meaningful ways across hubs, hybrid settings and teams. These experiences were designed to strengthen culture, celebrate contribution and support a sense of belonging, while helping employees connect more deeply to nib's values, purpose and the role they play in delivering on our ambition.

Employee experience and engagement highlights (FY26)

- 94% of employees agree they understand nib's company values.
- 86% of employees agree nib supports their efforts to balance work and personal life.

Fostering an inclusive culture where people can thrive

We have continued to build an inclusive culture where employees feel valued, supported and empowered to contribute, culminating in the successful close-out of our FY24-26 Diversity, Equity and Inclusion (DEI) and Disability Inclusion Action Plans. This included achieving 100% completion of our Disability Inclusion Action Plan, alongside delivery of FY26 DEI commitments and achieving 100% of our FY26 Reconciliation Action Plan actions.

Through our strategic pillars of advocacy and leadership, culture and capability, services and spaces, policies and practices, and strategy and governance, we've driven more consistent and intentional inclusion across nib – strengthening foundations for our next phase of work.

In FY26, focus areas included:

- Accreditation progress: Continued to strengthen our commitment to best practice through key accreditation pathways, including achieving Accessibility Tick and Rainbow Tick NZ for the fifth year in a row, and confirmed participation in the Australian Workplace Equality Index for FY27.
- Capability and training uplift: Embedded Disability Confidence and Rainbow 101 into onboarding, equipping new starters with core inclusion knowledge from day one.
- Employee-led initiatives and co-design: Our lived experienced communities helped shape initiatives, inform decision-making and drive more inclusive outcomes, including

delivery of initiatives for International Day of People with Disability and Pride month.

- Policies and practices: developed our first Workplace Adjustment Policy to enable a more equitable approach to adjustments and improve employee experience. In addition, we ensured all FY26 policies met accessibility standards and are available in alternative formats.

Our new Inclusion and Belonging Plan will provide stronger focus on measurable impact and accountability. Developed through a collaborative and evidence-led approach, the plan reflects lived experience, external expertise and benchmarking from key partners, and learnings from our previous action plans.

Gender pay equity for comparable roles improved further in FY26, with the gap reducing to 1.80% from 1.93% in FY25. While organisational change has influenced the pace of progress, we remain committed to ensuring employees in comparable roles are paid equitably, regardless of gender. Our policies and processes support fair, inclusive and consistent outcomes across every stage of the employee lifecycle, while our remuneration framework benchmarks roles against industry data to support consistent and equitable pay outcomes.

We have also strengthened our focus on gender equality through our recently submitted WGEA targets which will be reported against annually. The targets support our broader commitment to improving gender representation and pay equity outcomes over time.

Preparing for the future of work at nib

At nib, we are preparing for the future of work through a cross-functional transformation program designed to support our shift to an AI-enabled workforce and operating model. This work is focused on rethinking how work gets done across the Group so that people and technology can work together to improve productivity, decision-making and customer outcomes, while maintaining strong human accountability, trust and governance.

A critical part of this program is supporting our people through change in a practical, transparent and human-centred way. This will include building employee and leader capability through AI learning and literacy initiatives, creating clearer guidance on responsible use, and strengthening communication so employees understand what is changing and why.

We are also evolving how we support career development and workforce transition through skills uplift, internal mobility, project-based opportunities and more targeted pathways for redeployment and career support as roles evolve. Together, these efforts are intended to help employees build confidence and develop future-relevant skills.

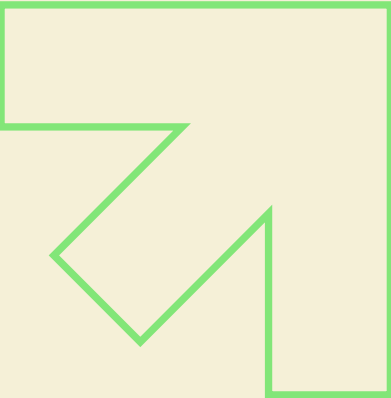




Natural Environment

The natural environment plays an important role in long-term health, wellbeing and business resilience. We focus on understanding and managing our environmental impacts and risks, particularly in relation to climate.

This includes measuring and reducing greenhouse gas emissions as well as strengthening how we manage climate-related risks and opportunities.



FY26 Highlights

Published first mandatory climate related reporting under Australian Sustainability Reporting Standards (ASRS)



Established new Scope 1 and Scope 2 emissions target



Maintained Climate Active carbon neutral certification



Supporting First Nations-led carbon projects

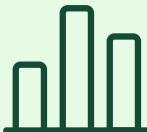
FY27 targets



100% renewable electricity purchased at nib-controlled locations¹



Develop Sustainable Leasing Guidelines to support emissions reduction across nib's leased premises.



Progress approach to estimating financed emissions and other Scope 3 emissions categories

1. Applies to sites where nib directly controls electricity procurement (market-based); excludes landlord-controlled or shared arrangements.

UN SDGs



The UN Sustainable Development Goals for this section are:

- Goal 13: Climate Action
- Goal 17: Partnerships for the Goals

Strengthening climate reporting capability

Building on four years of voluntary climate reporting, we continued to uplift the quality, consistency and robustness of nib's climate-related disclosures this year

With mandatory reporting now applying for nib Group under the Australian Sustainability Reporting Standards (ASRS), our focus has been on strengthening governance, emissions measurement and disclosure processes, along with enhancing our methodologies for assessing climate-related risks, opportunities and organisational resilience.

This reflects regulatory priorities in FY26 and provides a stronger platform for future expansion as data availability, methodologies and reporting requirements continue to evolve.

In previous years, nib prepared climate statements under New Zealand's Climate-related Disclosures (CRD) regime. Following changes to New Zealand's reporting requirements and related regulatory relief, nib is no longer required to prepare a separate climate statement. For FY26, climate-related disclosures for nib's New Zealand operations are included within the Group's ASRS reporting.

Further detail on climate-related governance, strategy, risk management and metrics and targets is provided in the Sustainability Report section of the [nib 2026 Annual Report](#).
Annual reports | nib Investor Centre | nib

Updated emissions target and FY26 baselines

We have established a new operational emissions target and rebaselined our Scope 1 and Scope 2 greenhouse gas emissions inventory using FY26 as the baseline year.

By 2030, nib will reduce Scope 1 and Scope 2 emissions under operational control to net zero, through direct emissions reduction and procurement of 100% renewable electricity.¹

Following a review of nib's emissions profile, data maturity and reporting obligations, we have withdrawn our previously disclosed broader emissions targets and adopted a revised target focused on emissions sources under our operational control. This reflects

a decision to prioritise emissions sources where nib has the greatest level of influence and confidence in measurement, while continuing to mature our understanding of broader value chain emissions.

Our initial focus is on Scope 1 and Scope 2 emissions, where nib has the greatest ability to directly influence outcomes and deliver emissions reductions. The target is expected to be achieved primarily through renewable electricity procurement and direct emissions reduction activities. Carbon offsets are not expected to be a primary mechanism and may be used only for residual Scope 1 and Scope 2 emissions that cannot reasonably be eliminated.

In FY26 we estimated and disclosed Scope 3 greenhouse gas emissions as part of our voluntary Impact Report. As we prepare for future mandatory Scope 3 reporting requirements, we continue to strengthen the quality, completeness and robustness of our emissions data and methodologies. We are also assessing additional value chain emissions sources, including financed emissions and emerging claims-related emissions considerations. Methodologies, industry practice and regulatory expectations for some of these emissions sources continue to evolve, particularly for health insurers, and this work will help inform future measurement and disclosure approaches.

1. Net zero is assessed on a market-based basis for Scope 2. 100% renewable electricity applies where nib directly controls electricity procurement; residual emissions may be addressed through contractual instruments or offsets. Scope and boundary align to the GHG Protocol (operational control).

Emissions performance update

In FY26, nib strengthened its greenhouse gas (GHG) emissions inventory through a review of operational boundaries, emissions methodologies and data sources to improve alignment with the ASRS and enhance reporting accuracy. As part of this process, certain emissions sources were reclassified to better reflect operational control and reporting requirements.

Total market based GHG emissions were broadly stable at 16,552 tonnes CO₂ e, compared with 16,537 tonnes CO₂ e in FY25. Scope 1 and Scope 2 (market based) emissions decreased by 55% to 60 tonnes CO₂ e, primarily reflecting the operational boundary review and improved classification of emissions sources.

Scope 3 emissions represented approximately 99.6% of nib's total emissions footprint, with purchased goods and services remaining the largest source of emissions, followed by employee commuting and business travel. During the year, we also enhanced supplier emissions data and employee travel information to support more robust emissions measurement and reporting.



Further detail on climate related governance, strategy, risks management and metrics and targets is provided in the Sustainability Report section of the [nib 2026 Annual Report](#).

A carbon neutral business

We have once again achieved Climate Active Carbon Neutral certification for FY25 operational emissions, supported by a verified emissions inventory and the purchase of eligible, high quality carbon offsets.

While carbon neutrality has formed part of nib's approach to managing operational emissions since 2021, the Australian Government has announced that the Climate Active certification is ending. As a result, FY26 will be the final year nib holds Climate Active carbon neutral certification.

Further details are provided in nib's [Climate Active Public Disclosure Statement](#).
nib | Climate Active



Carbon credits and positive co-benefits

In FY26, carbon credits used to support our Climate Active certification were sourced from projects that deliver benefits beyond emissions reduction. Offset projects were selected to meet Climate Active eligibility requirements and recognised carbon credit standards, including Australian Carbon Credit Units (ACCUs) and Verified Carbon Units (VCUs). Projects were assessed against integrity criteria including additionality, permanence and avoidance of double counting. These projects were chosen for their credible methodologies and potential to generate positive environmental and social outcomes alongside climate mitigation.

Supporting First Nations led carbon projects

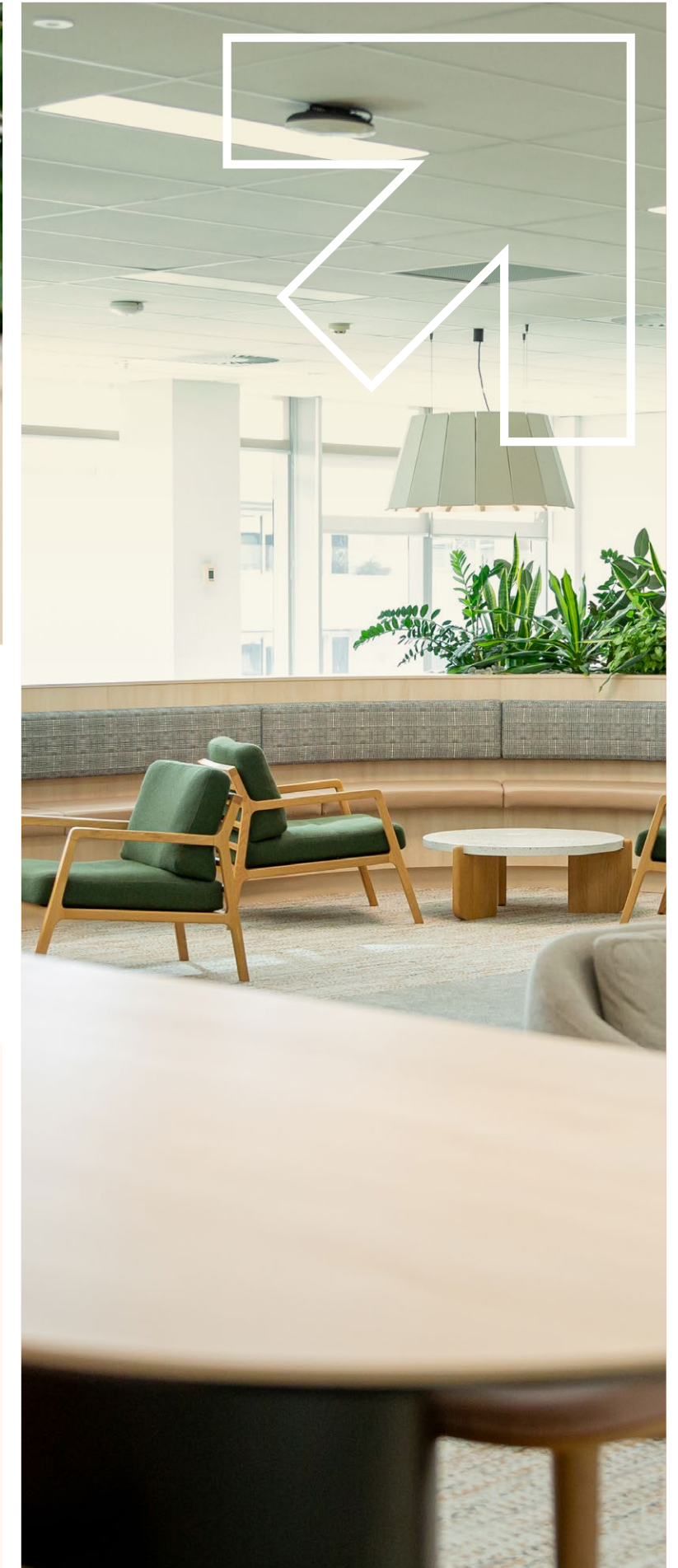
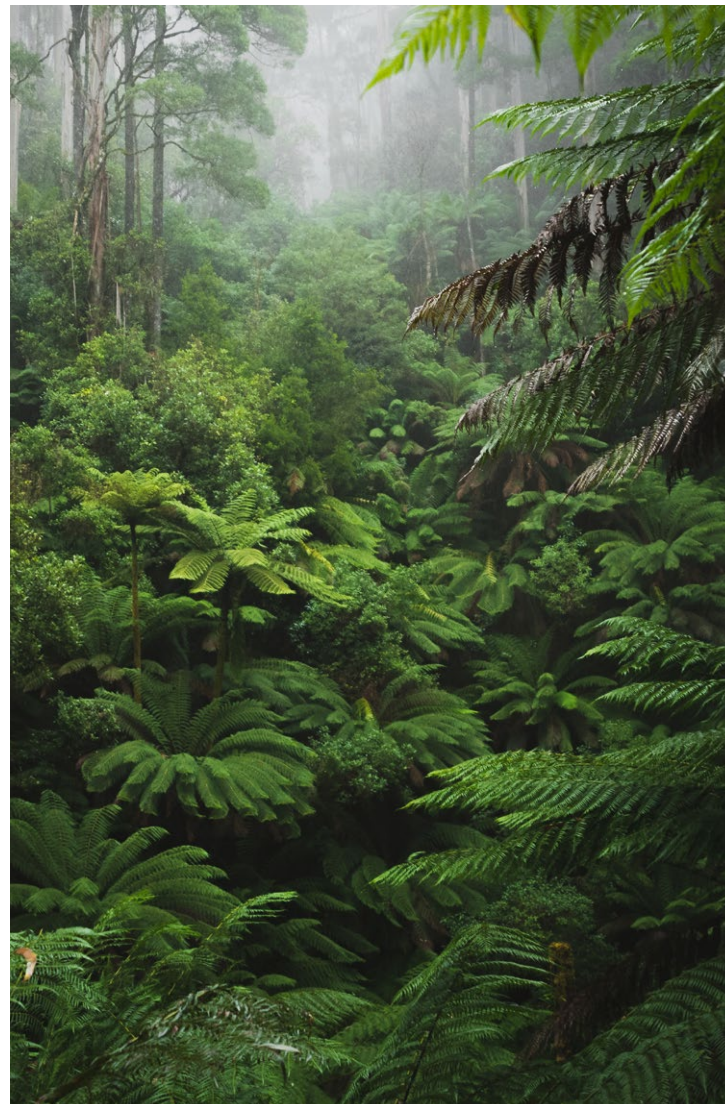
A portion of the credits supported Indigenous-led land management projects in Australia through the Aboriginal Carbon Foundation. These projects apply cultural fire management practices to reduce emissions from uncontrolled wildfires while supporting employment, skills development, connection to Country and the continuation of traditional knowledge.

Biodiversity and ecosystem restoration

Credits were also sourced from projects in Australia and overseas that help protect and restore ecosystems. These projects support biodiversity, improve landscape and waterway health, and protect forest and peatland ecosystems. Some projects also deliver community benefits through local employment, health and education initiatives.

Waste management and awareness campaign

We implemented consistent waste signage across our Australian offices to provide clearer guidance on bin usage, helping employees better understand how to sort waste and reduce material sent to landfill. This was supported by an education session to build awareness and capability, equipping employees with practical knowledge on managing different types of waste both at work and at home.





Leadership & Governance

Strong governance, ethical practice and effective risk management underpin our business. We manage and protect customer data through robust security and governance practices.

We also identify and manage risks across our operations, recognising impacts on our stakeholders.

Through our supply chain, we support suppliers to identify and address human rights risks, contributing to more responsible business practices.



FY26 Highlights



AI impact assessments developed



Data Quality Framework established



Established an enterprise-wide risk management refresh program

FY27 targets

100%

of AI projects undertake an AI Impact Assessment



Complete new double materiality assessment



Achieve FY27 risk management milestones



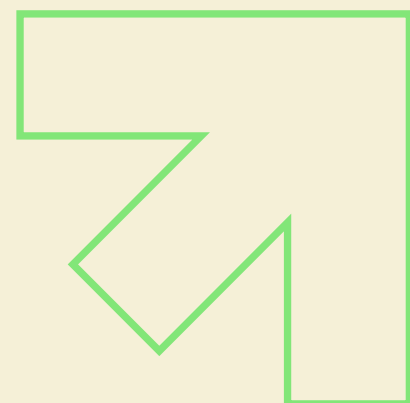
Re-certify nib's Information Security Management System (ISMS) to meet ISO/ IEC 27001:2022

UN SDGs



The UN Sustainable Development Goals for this section are:

- Goal 5: Gender Equality
- Goal 8: Decent Work and Economic Growth
- Goal 16: Peace, Justice and Strong Institutions
- Goal 17: Partnerships for the Goal





Embedding a strong risk culture

During FY26, nib continued to strengthen its risk management framework, governance, accountability, capability, risk culture and risk outcomes. This work forms part of a strategic, enterprise-wide risk management program designed to align with evolving regulatory and prudential expectations and increasing business complexity.

A strong risk culture is supported by shared accountability across the organisation. We encourage our people to consider risk as part of everyday decision-making, speak up early when issues arise, ask questions and openly discuss risks and controls. By fostering transparency and constructive challenge, we aim to identify issues sooner, strengthen decision-making, share learnings, and support better outcomes for our customers, people, and business.

We also continued to embed risk ownership and capability across the business through clear roles, practical tools and ongoing education. Leaders play an important role in setting expectations for accountability and encouraging open discussion of risks, while employees are supported to ask questions, understand the risks relevant to their role and how they contribute to managing them. Together, these efforts help build resilience, maintain trust and support nib's long-term performance and strategy execution.

Responsible and ethical AI innovation

Following the introduction of our organisation wide AI Policy in FY25, our focus in FY26 has been on putting the framework into practice across the business. This includes building governance checks into how AI is designed, developed and used, and supporting teams to apply the policy in a consistent and practical way. As part of this, an AI Impact Assessment has been developed, approved and rolled out, and is now used to help identify and assess risks for both new and existing AI initiatives.

The framework remains aligned to ISO 42001:2023 and guides how we use AI in an ethical, transparent and accountable way. It supports us to better understand and manage emerging risks, protect customer data, and maintain trust in how our systems operate. We are also considering the broader social and environmental impacts associated with AI, recognising these areas are continuing to evolve alongside the technology.



Ethical conduct and compliance

Ethical conduct and corporate integrity continue to be embedded across the nib Group in FY26, with our Board and Executive Team maintaining a strong commitment to high standards of governance aligned with the ASX Corporate Governance Principles and Recommendations. This is supported by clear accountability and oversight across the organisation.

Our Code of Conduct remains central to this approach, setting clear expectations for behaviour across areas such as conflicts of interest, anti bribery and corruption, and fostering a respectful and inclusive culture. Training and awareness initiatives support our people to understand and consistently apply these expectations in their day to day roles.

Our Compliance Management Framework, aligned to AS ISO 37301:2023, supports a structured and consistent approach to managing compliance obligations and promoting ethical behaviour. This is supported by our Ethics Framework, Compliance Policy and related procedures, which are regularly reviewed to reflect evolving regulatory requirements and business activities.

In FY26, we strengthened our commitment to upholding ethical employment practices and strong workplace governance through updates to our People and Culture policy framework, planned Health, Safety and Wellbeing audits, and a full Employee Experience Survey to better understand engagement

and psychosocial risks. This approach is underpinned by governance controls, testing and audit activity – helping to identify and address risks, support fair outcomes and maintain employee trust.

We are also progressing initiatives to strengthen culture, capability and accountability, including refreshing our Leadership Capability Framework and delivering targeted programs to support ethical decision making and responsible behaviours across the organisation.

Our Whistleblower Policy remains an important channel for raising concerns safely and confidentially.

Data governance and quality

We continue to strengthen how we manage data across the business, with a focus in FY26 on establishing a Data Quality Framework. This is intended to improve the consistency, accuracy and reliability of key data, supported by clear roles, practical controls, regular monitoring and clear oversight.

Our approach is informed by evolving regulatory expectations, including APRA CPG235, and supported by a Data Risk Management Framework that helps us address priority areas such as data quality, how data is managed across its lifecycle, and how data issues are identified and resolved.

Our broader data governance framework remains in place, helping ensure data is managed responsibly from collection through to use and disposal. Ongoing independent reviews, remediation activities and data retention initiatives continue to improve how we manage and protect data. Mandatory training and awareness initiatives reinforce employee responsibilities relating to data protection and privacy, supporting a strong and consistent approach across the organisation.

Strengthening cybersecurity and data protection

Protecting customer data and digital infrastructure remains a key priority at nib. We maintain a structured approach to cyber security through our Information Security Management System (ISMS), which supports the identification, assessment and management of cyber risks across our operations. In FY26, we achieved re-certification under ISO/IEC 27001:2022 for the eighth consecutive year. This outcome demonstrates our continued commitment to robust information governance and secure system design— providing customer data protection through globally accepted security protocols.

nib's multi-year strategic cybersecurity and technology resilience roadmap continues to uplift and strengthen key capabilities in response to the changing threat landscape, with a focus on both contemporary and emerging threats. Strategic pillars focus on maturity

of resilience controls, continuous cybersecurity posture uplift aligned to emerging technologies, and expansion of governance and risk management processes.

Having a strong focus on automation and speed, the strategy aims to balance technology enhancements with robust governance processes for effective adoption of improvements.

We also have a focus on continuing to mature and improve risk management practices and risk culture across the Group, ensuring a strong risk position in support of changing regulatory obligations and best practice.

To support security culture objectives, all employees complete mandatory cyber security training, helping to embed awareness and accountability across the organisation.



Our Commitment to Modern Slavery and Human Rights

nib manages modern slavery risks through a risk based approach across our operations and supply chain, supported by our governance framework including a Supplier Code of Conduct and due diligence processes.

Suppliers are assessed based on factors such as geography, industry and service type, with Informed365 used as the primary due diligence platform to screen and monitor risks.

In FY26 nib continued to strengthen supplier due diligence through the Informed365 platform. During the year, 324 suppliers were invited to complete a modern slavery questionnaire, with 98 questionnaires completed, bringing total questionnaire completions to 586 suppliers. We also continued engagement with higher risk suppliers through Continuous Improvement

Plans, issuing 96 plans and closing 24 during FY26. These activities support the ongoing identification, assessment and management of modern slavery risks across our supply chain.

We support our modern slavery approach through training and internal governance processes, including quarterly Modern Slavery Working Group meetings. In FY26, we updated our Human Rights Statement to reinforce our commitment to upholding and protecting human rights across our operations and supply chain. nib also collaborates with peers through the Private Health Insurance Modern Slavery Community of Interest to share insights and strengthen industry responses to modern slavery risks.

For more information, see our most recent [Modern Slavery Statement](#).

Our membership associations



ESG disclosures and certifications



