



sustainability  
report  
2021

## message from the managing director

**The importance of making the world a better place and supporting communities to stay healthy has been made even more poignant during what is a difficult period for many as the pandemic continues to devastate across the world.**

We as a business have a vital role to play in supporting the better health of our members, travellers, employees and communities during the crisis and beyond. We continue to approach our social and ecological responsibilities with sincerity, conviction and effectiveness and are proud of our achievements during financial year 2021 to deliver upon our purpose.

There were several highlights throughout the year across our five key sustainability pillars. This includes providing over \$2.7 million in community funding including a \$1.1 million nib foundation investment in chronic disease prevention, transitioning to renewable energy and announcing our carbon neutral commitment, launching our first ever Diversity and Inclusion Plan as well as our Reflect Reconciliation Action Plan.

However, the area in which we can make the greatest impact is in the form of more deliberate and precise population health management for both our members and community. In the year ahead, we also intend to play a more active role in improving community health outcomes and redressing unacceptable gaps in care especially between Indigenous and non-Indigenous people.

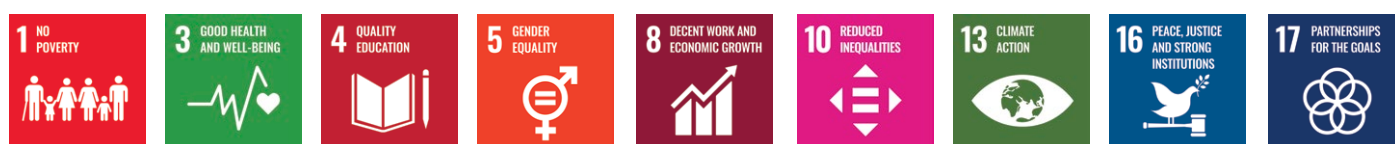
Our financial year 2021 (FY21) Sustainability Report showcases the initiatives we've undertaken throughout the year including how we are contributing to the United Nations Sustainable Development Goals, which aim to create a sustainable future for all.

I look forward to sharing more on our sustainability efforts as we continue to progress in the years ahead.

### Mark Fitzgibbon

Managing Director & Chief Executive Officer

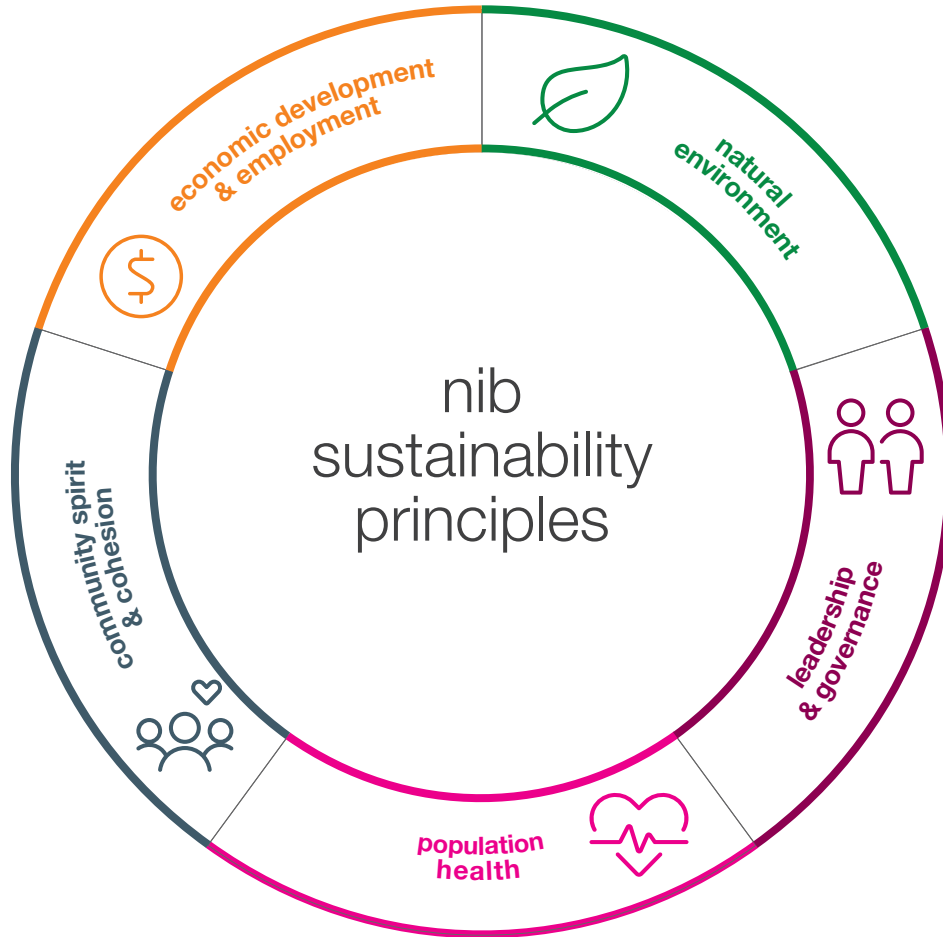
Throughout the report you will see our initiatives mapped against the United Nations Sustainable Development Goals, which demonstrates how we contribute to global sustainability efforts for people, planet and prosperity.



To learn more about nib's sustainability efforts visit [nib.com.au/sustainability](https://nib.com.au/sustainability)

# our sustainability principles

We recognise that how we go about our business, including the examples we set, directly and indirectly impact the communities in which we operate and their sustainability.



  
population health

  
natural environment

  
economic development & employment

  
community spirit & cohesion

  
leadership & governance

The quality of peoples' health is influenced by the communities where they live and work.

We develop and invest in broad community-based programs, which aim to control and limit disease, improve health literacy and overall population health, with a focus on preventative health measures.

The quality of the natural environments in which we live are similarly influential on people's health.

The quality of air and water, biodiversity and climate stability are crucial to the health and wellbeing of our stakeholders.

We will improve our business processes to limit our impact on the environment.

We believe investment and employment are important to the overall health and wellbeing of our communities and that we have a leadership role to play in encouraging inclusion and equal opportunity.

Our procurement policies enable our business to be mindful of potential downstream effects of our supply chain and we aim to ensure our suppliers comply with applicable laws and standards of business ethics, health and safety and environmental protections.

Strong community spirit and cohesion are good for the psychological and physical resilience of communities.

We believe a strong sense of belonging, social justice, practicing tolerance and respect of differences is essential to fostering resilience in healthy communities.

Our partnerships with the community build resilience and reduce inequalities, with a special focus on preventative health, mental wellbeing and Aboriginal and Torres Strait Islander health.

We strongly believe in the importance of having the highest standards of ethical practice and good governance in business and public institutions.

We understand the risks associated with our business operations and the potential consequences for our stakeholders in failing to manage these risks.

We understand how the behaviour of companies like ours can influence others operating in our communities.

# sustainability governance structure



## nib board

The nib holdings limited Board holds ultimate responsibility for the oversight and operation of our sustainability strategy. The Board are supported by the Chief Risk Officer and the Management Sustainability Committee.



## risk and reputation committee

The Risk and Reputation Committee assists and makes recommendations to the Board on:



- the appropriateness of risk policy, risk management strategy and risk management framework;
- the effectiveness of nib's risk management framework;
- identification and assessment of material risks (including responsibility for climate-related issues);
- nib's systems and procedures for compliance with applicable legal and regulatory requirements; and
- sustainability initiatives and the social, environmental and ethical impacts of nib's business practices on nib stakeholders including, but not limited to, members, employees and community recommending standards for social, environmental and ethical practices.



## management sustainability committee

nib's Management Sustainability Committee oversees the implementation and operational effectiveness of our Sustainability Principles and initiatives.

This includes helping implement change across our business, enhancing our sustainability monitoring and exploring opportunities for improvement.

The Committee is chaired by the Chief Risk Officer and includes members from the Executive team and other key leaders from across the nib Group.



## group executive – legal and chief risk officer

The Group Executive Legal and Chief Risk Officer is responsible for managing the Legal, Risk, Compliance and Governance functions across the nib Group.

This function also includes responsibility for community and sustainability including the management and delivery of our sustainability activities.



## business units

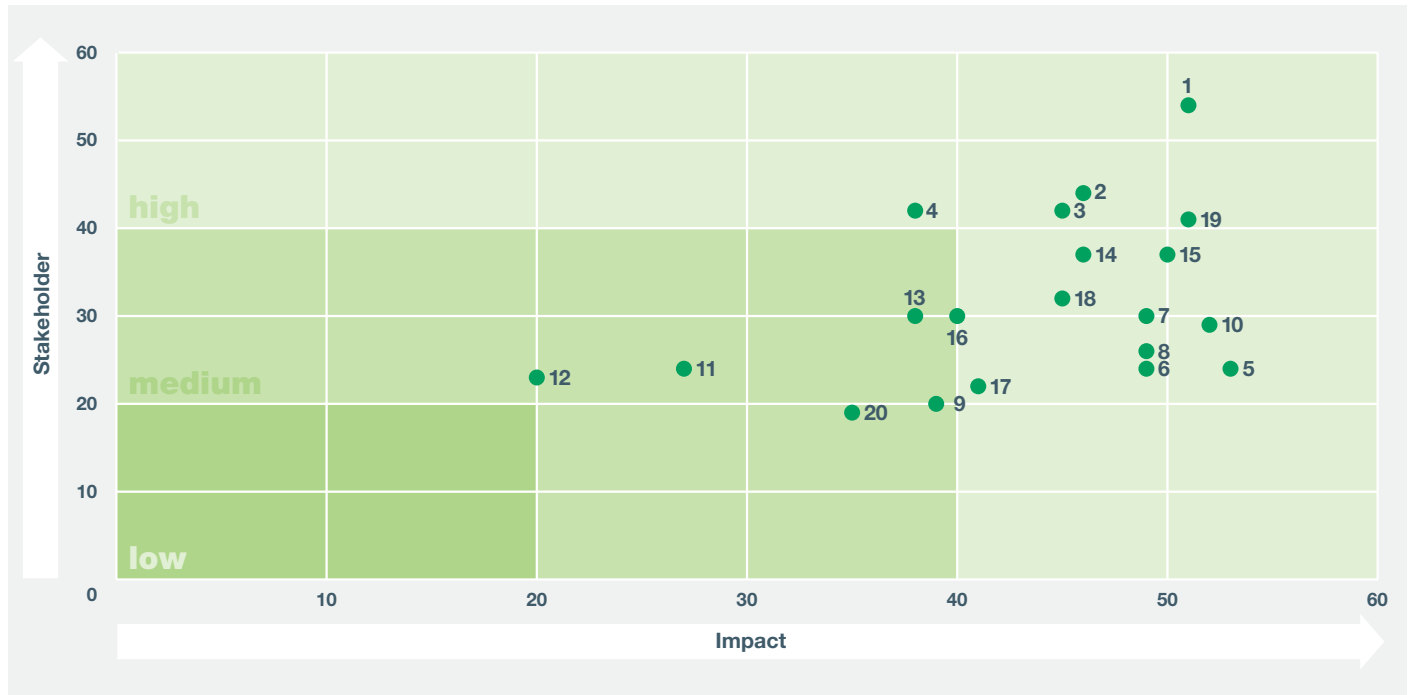
The initiatives and targets of each of our sustainability pillars are supported by various business across the nib Group. These teams develop and deliver our sustainability activities on a day to day basis ensuring we meet our ESG commitments. The Business Units report to the Board and Management Sustainability Committee bi-monthly and monitor the market for emerging issues that should be escalated.

- |                           |                              |                  |
|---------------------------|------------------------------|------------------|
| • Clinical                | • Cybersecurity              | • Risk           |
| • Community               | • People, Talent & Inclusion | • Sponsorship    |
| • Compliance & Governance | • Products                   | • Sustainability |

# material issues

Materiality assessments help organisations identify their most material environmental, social and governance issues. In addition, the way we identify our material topics and align them with relevant megatrends, in consultation with internal and external stakeholders, ensures we report in the spirit of the principles of the Global Reporting Initiative (GRI) Standards.

Our most recent materiality assessment was conducted in 2019, which identified the 20 most material sustainability issues for our business.



- |  |                                      |  |
|--|--------------------------------------|--|
| 1 Cost of care and insurance             | 8 Diversity and inclusion            | 15 Preventative health                 |
| 2 Building credibility and trust         | 9 Technology impacting workforce     | 16 Mental health                       |
| 3 Supporting the healthcare journey      | 10 Workplace health and wellbeing    | 17 Ethical investment                  |
| 4 Customer/member centricity             | 11 Climate change and health impact  | 18 Public policy impact and engagement |
| 5 Responsible use and protection of data | 12 Environmental responsibility      | 19 Governance and risk management      |
| 6 Demonstrating value                    | 13 Population health/minority groups | 20 Ethical supply chain                |
| 7 Employee satisfaction                  | 14 Navigating health technology      |  |

Interviews were conducted with key internal and external nib stakeholders including shareholders and key business partners to understand what they consider to be the most important issues that our business needs to address. An online survey was also conducted to engage our members, travellers and employees to identify what they consider to be the most material.

Of the key material topics identified as most important to our stakeholders, cost of care and insurance was the top priority.



## population health

The quality of peoples' health is influenced by the communities where they live and work. We develop and invest in broad community-based programs, which aim to control and limit disease, improve health literacy and overall population health, with a focus on preventative health measures.



### FY21 highlights



**\$2.0b**  
claims paid



**1.6m**  
members covered



**\$60m**  
COVID-19 support package to date



**6,500+**  
participants in health management programs



**Payer to partner (P2P) transition underway**

**As a trusted health partner supporting the healthcare needs of 1.6 million people across Australia and New Zealand, the area where we continue to make the biggest impact is within our population health pillar.**

During the year we delivered upon our purpose of *Your Better Health* helping meet the healthcare needs of our members for treatment despite the dire conditions associated with COVID-19. In FY21, we funded 378,900 hospital claims and over 3.9 million dental, optical, and other ancillary claims across the Group with a total value of \$1.8 billion.

As the pandemic has continued to evolve, so has the support we've provided to our members, employees and the general community, which to date totals \$60 million. This includes expanded coverage for COVID-19 related treatment for all members, financial relief in the form of premium credits, delayed premium increases, waivers or suspensions, and access to telehealth services on an ongoing basis so members can continue to look after their health from the comfort of home.

Together with nib foundation, we also provided \$1.5 million in funding to community and clinical initiatives dedicated to supporting the mental health and wellbeing of Australians and Kiwis. Learn more in our [2021 Community Report](#).

Our first program of its kind with Auckland hapū, [Ngāti Whātua Ōrākei](#), was once again a highlight of the year, as we worked with the hapū (tribe) to develop new health management programs and additional benefits for traditional Māori treatment such as Rongoā Māori, to support better health outcomes for their whanau (family).

After concerns were raised that hapū members were not engaging in preventative health checks within effective timeframes, we co-designed two new programs to increase awareness. Our Molemap program is providing free 15-minute head to toe skin checks and skin cancer education helping to improve access and early diagnosis through higher screening rates.

In addition, our body warrant of fitness (Body WOF) tests supported members to access quality healthcare providers and increase their health knowledge and literacy. Featuring primary health checks relevant to different age groups the Body WOFs focus on checks for eyes, ears, teeth, cancer checks and vaccinations. By encouraging primary healthcare initiatives and screenings we expect it will improve health outcomes with early detection and diagnosis of disease.

We want our members to be at their healthiest which is why we continue to enhance and invest in a range of health management programs which are provided at no additional cost to eligible members.

During the year we undertook a major review of the efficacy of our [health management programs](#) to ensure outcome benefits and return on investment. In addition, thanks to predictive modelling we're now able to better identify members who will benefit from health management programs based on individual health needs and outcomes.

### Payer to partner

nib's Payer to Partner (P2P) journey kicked off during the year with a focus on providing greater access to personalised treatment and care for our members as we move away from being a traditional payer of claims and towards our ambition of becoming a health partner.

Ultimately, we want to become as much about keeping our members healthy and out of hospital as we are about paying claims when they are sick or require hospitalisation.

Several pilots are now underway that demonstrate this thinking.

This saw the launch of several new programs in partnership with [Honeysuckle Health](#) throughout the period for our Australian members including our Mental Health Care Support Program which assists members' mental health, reduces avoidable hospital admissions and improves their quality of life.

The Limber at home exercise therapy app went live in May providing tailored support to our members across a range of musculoskeletal conditions including lower back, shoulder, hip, neck and knee joints. During FY21, more than 5,000 members participated in our Australian health management programs which continue to provide benefit to members across a wide spectrum of health needs.

To guide how we monitor and report on health outcomes and progress efforts to improve health and wellbeing for members in the future we've also developed and implemented a program evaluation dashboard with Honeysuckle Health which measures program performance and member impact.

In New Zealand, we introduced four new [health management programs](#) including a bowel screening pilot program which aims to address the high levels of bowel cancer in New Zealand, and the lack of a national screening program. Due to the pilot's success with claims avoidance in the early detection of polyps and cancer, we will be rolling out the initiative across Auckland and other regions within the country in FY22.

As many of us know, Australians are dealing with a health problem. Nearly half of all Aussies are living with at least one chronic disease, like diabetes, heart disease, cancer or mental illness, yet we know that 38% of the total burden of disease in our country could be prevented if we made healthier lifestyle changes.

For example, our partnership with Honeysuckle Health which offers members free access to digital mental health platform, Silvercloud, to help empower them to take proactive steps to look after their mental health and wellbeing.

By using digital methods to equip members with the tools and techniques they can use to better manage their health we believe it will in turn, prevent the development of more serious health issues down the track.

We'll be testing more pilots throughout FY22 as we continue on our P2P transformation.

That's why in FY21, nib foundation invested almost \$1.1 million in partnerships across the country to deliver health prevention programs to over 600,000 people. The programs are designed to build the health literacy of young Australians so they can start making healthier lifestyle choices now – like improving diet, exercise, risky drinking, mental wellbeing and sleep – to prevent more serious health issues down the track.

Our efforts to improve the affordability, accessibility and transparency of private health insurance continued throughout the year. [Our Find A Provider](#) online tool was extended to New Zealand and GU Health, helping more members navigate the healthcare system as well as provide them with the right tools and information to better inform their healthcare decisions.

In addition, we extended our [Going to Hospital](#) tool to international students and workers members to help them check if their procedure is covered and avoid any unexpected out of pocket costs.

### Kaiārahi health navigators



To better support Ngāti Whātua Ōrākei members with their healthcare needs including questions about their policy, treatment or navigating their claims, we introduced two kaiārahi or hapū health navigators to our team in December.

The kaiārahi also work closely with the hapū to identify the barriers to access and engagement in healthcare so that we can develop tailored solutions to their specific needs.

During the year the kaiārahi supported more than 800 positive interactions with Ngāti Whātua Ōrākei members ranging from helping with their application to ensure they were covered to helping them get their claims paid.

The kaiārahi were also able to connect many hapū members with free eye health checks through our Specsavers promotion by removing communication barriers, providing reassurance and follow-up education.



#### FY22 targets

- Launch of digital health record, risk profile and good health plan
- Launch 3 new additional Australian health management programs
- 11,500 members participate in health programs across the Group
- 375 members enrolled in a Ngāti Whātua Ōrākei health management program



See page 16 for key metrics relating to our population health pillar



## natural environment

The quality of the natural environments in which we live are similarly influential on people’s health. The quality of air and water, biodiversity and climate stability are crucial to the health and wellbeing of our stakeholders. We will improve our business processes to limit our impact on the environment.



### FY21 highlights



**Responsible investment policy launched**



**Carbon neutral commitment announced**



**Transitioned to 100% renewable energy in all nib controlled offices**

**We’ve gone even greener this year as we continue to explore ways to limit our impact on the environment to help ensure our planet remains habitable for generations to come.**

In February, nib announced our commitment to making our operations carbon neutral by the end of financial year 2022. It’s an important step we’re taking in recognition of the role businesses like ours should play in protecting our natural environment. Put simply, it’s the right thing to do.

Aligned to the Climate Active Carbon Neutral Standard, we will seek to invest in domestic projects to achieve our carbon neutrality based on the emissions we’ve identified in this year’s environmental and waste assessment.

We’re not only compensating for our emissions through carbon neutrality but we’re also reducing our emissions in the most significant way possible – by improving our office energy consumption.

In a major milestone, we moved to 100% renewable energy procurement at all nib-controlled locations during the year. With utilities (including electricity) accounting for 24.9% of our Group emissions, this change will significantly reduce our emissions for FY22.

With many of our people choosing to predominantly work from home under our new distributed work policy, we’ve dramatically reduced our reliance on business travel and printing specifically.

As a result, we’ve seen our total waste and emissions drop, down 64.2% for the financial year. In the year ahead, we’ll also educate our people about ways they can limit their emissions in their home environment.

Our [environmental and waste action plan](#) summarises our FY21 emissions and the actions we’ve taken to reduce our environmental impact.

Among the highlights, we launched digital member cards for our members which will mean less production of plastic cards, eliminated auto print reports to stop printing paper going straight to waste, automated computer sleep modes across all sites to best practice times, implemented a computer hardware recycling program which has saved tonnes of e-waste going to landfill and retired the nib office car.

We also continue to encourage our members and shareholders to play their part through greater take-up of e-communications through promotional offers and we’ve added reminders to our email signatures to remind people to rethink their need to print emails.

Our focus on reducing our carbon footprint and achieving carbon neutrality also reflects our recognition of the impact of climate change on health as well as our operations.



nib's inaugural [climate change scenario analysis](#) completed in 2019 in line with the Task Force on Climate-Related Financial Disclosures (TCFD) framework outlined a number of climate-change related risks and opportunities for our business based on potential future climate scenarios.

Climate change was firstly considered as an emerging risk as part of nib's annual key enterprise risk (KER) "top-down" review process. Due to materiality and time horizons, the ongoing analysis and management of climate risks takes place through "bottom-up" business unit risk assessment, in order to better understand the potential impact to our business.

This year, we once again participated in the Carbon Disclosure Project (CDP) as we seek to improve our approach and practices in relation to climate change risk.

Our commitment to our natural environment also extends to our investments. To ensure our assets are managed in alignment with our mission and sustainability principles, we launched our [Responsible Investment Policy](#) in November. The policy reflects nib's ongoing commitment to thorough risk management and a responsible approach to our investments.

We believe that by incorporating environmental, social and corporate governance (ESG) factors and being good stewards of our assets, it will not only help our investment portfolio perform strongly, but also ensure alignment with the interests of our communities, society and the natural environment.

The office buildings we occupy remain aligned with the NABERS certification requirements which provide a simple, reliable rating of building efficient from one to six stars. Our Newcastle office, has a 5 star NABERS energy rating and a 4 star NABERS water rating, while both our Sydney and Melbourne offices also hold 5 star NABERS energy ratings. In addition, a 5 star NABERS water rating has been given to our Melbourne office and in Auckland the building has a 4.5 NABERSNZ energy rating.



### Slashing waste

As part of our efforts to curb e-waste, we partnered with Renew IT in Australia to stop our legacy IT hardware going to landfill.

Renew IT's service takes outdated or decommissioned IT equipment from organisations throughout Australia and on-sells items at an affordable price to developing areas of the world.

During the year, we prevented almost 5.0 tonnes of e-waste entering landfill after decommissioning IT equipment from our Newcastle office such as desktop computers, monitors and laptops. In addition, following a decision to retire our desk phones they've been given a second life through the partnership.

By partnering with Renew IT, we are limiting our impact on the environment and, on a social front, providing our unneeded IT equipment to areas of the world that need better access to technology to improve the standard of living. It's a great example of our efforts to deliver upon our purpose of *Your Better Health*, as well as our nib Sustainability Principles.



### Investing responsibly

Our new [responsible investment policy](#) reflects our belief that sustainable investment is more likely to create and preserve long-term investment capital while also meeting our fiduciary duty.

That's why we've given preference to selecting Socially Responsible Investment (SRI) funds that support our approach, when selecting our Australian and Global equity fund options.

These funds have high exposures to sustainability-themed investments, delivering returns by offering solutions to the environmental and societal challenges we face.

Our responsible investment principles include the impact on ESG on long-term risk-adjusted returns as well as taking into account climate change as an explicit ESG consideration. This means that as part of our investment process we consider climate change and the potential risk and return implications of the transition to a low carbon economy and increasing impact of natural catastrophes across the total portfolio.

We also choose not to invest in companies that derive revenue from activities that don't align with our mission and vision. These include tobacco manufacturing, controversial weapons, gambling, as well as carbon intensive fossil fuels, specifically thermal coal and tar sands mining.



### FY22 targets

- Carbon neutrality by the end of FY22
- Develop Science Based Targets to achieve net carbon zero by 2050
- Develop a TCFD disclosure statement and action plan



See page 17 for key metrics relating to our natural environment pillar



## economic development & employment

We believe investment and employment are important to the overall health and wellbeing of our communities and that we have a leadership role to play in encouraging inclusion and equal opportunity.

Our procurement policies enable our business to be mindful of potential downstream effects of our supply chain and we aim to ensure our suppliers comply with applicable laws and standards of business ethics, health and safety and environmental protections.



### FY21 highlights



New distributed work policy



Diversity and Inclusion Action Plan launched



1,157 employees



Health, Safety and Wellbeing Statement published

**Our strength as an organisation is anchored in our ability to leverage the diverse thinking, skills, backgrounds, experience and working styles of our employees, members, and other stakeholders in our communities. That's why this year we've launched several key initiatives which focus on providing an environment where all our people are supported in realising their full potential and have equitable access to opportunities to learn, develop and grow.**

Our first inaugural [Diversity and Inclusion Action Plan](#), which reflects our vision of fostering a sense of community where everyone is welcome, contributes and belongs, details our actions and objectives for the coming three years that support this commitment as well as sharing the stories and experiences of our people. This new chapter will be instrumental in helping us create and sustain a more inclusive environment, boost employee engagement levels and experiences.

Our Reflect [Reconciliation Action Plan \(RAP\)](#) identifies a number of key opportunities for us to improve cultural understanding and safety at work for Aboriginal and Torres Strait Islander employees. We've also been actively working to improve employment outcomes by increasing our Aboriginal and Torres Strait Islander recruitment, retention and professional development.

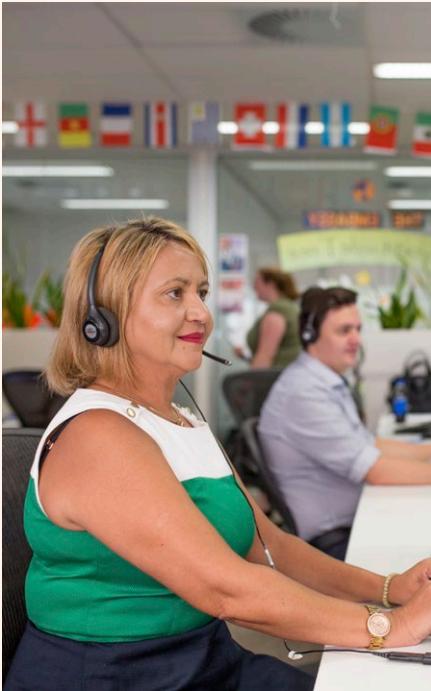
For a second time, we were recognised as one of the top 100 most diverse and inclusive organisations worldwide, placing 87th globally and 7th in Australia as part of Refinitiv's 2020 Diversity and Inclusion Index. We were also included in the 2021 Bloomberg Gender Equality Index for the second year running.

In New Zealand, we also continued to work towards gaining the Rainbow Tick and Accessibility Tick accreditations.

During the year we also launched our [health, safety and wellbeing statement](#) which is nib's commitment to the mental and physical safety of our people, members, visitors and contractors across all sites and operations. It also extends to our partners and suppliers, as we expect the same standards of health, safety and wellbeing throughout our supply chain.

We believe in holistically investing in our people. As such, we've matured our nibWell employee wellbeing program which is focused on facilitating access to preventative health services and interactive initiatives to support our employees with positive wellbeing strategies.

Through our most recent Employee Engagement Survey, we found that nib has strong and stable engagement with a score of 69%. Overall, the result was pleasing given all the uncertainty, disruption and pressures as a direct impact of COVID-19.



### Diversity and inclusion action plan

Unlike many companies, nib does not have some form of natural resource or unique patent as a source of competitive advantage. Our success relies on the strengths, talents and ingenuity of our diverse workforce.

Similarly, we can't provide exceptional service to our members, travellers and the community we serve if our people don't reflect and understand their unique social and cultural needs and perspectives.

To help create a more inclusive world and support our people to feel included for who they are and empowered to be their authentic selves we launched our [Diversity & Inclusion Action Plan](#).

We recognise there are many dimensions of diversity, however, we have identified three key focus areas for our Plan – Accessibility, Culture and Heritage, Gender and Sexuality.

Through a set of common actions we will accelerate our progress across these three key focus areas in the form of Inclusion Enablers.

We have also launched employee events to celebrate the diversity of our employees including our first culture and heritage Board discussion, an International Women's Day webinar focused on gender equality at nib and a panel discussion for Global Accessibility Awareness Day about accessibility and inclusion in the workplace.

Through our Diversity and Inclusion Policy which we've also recently refreshed, we have made a commitment to our employees that we will embrace and promote diversity and inclusion within nib.

We also feel it's important to continue investing in the experience, engagement and development of our people - which is an imperative part of our organisational strategy. Reflecting on ways we can improve employee engagement, our focus is on key areas of opportunity to better support the development of our people leaders and provide all employees with greater clarity on our future of work design.

A key component in attracting and retaining talent to nib is our employee benefits which vary across a range of family, workplace, career and health and wellbeing benefits.

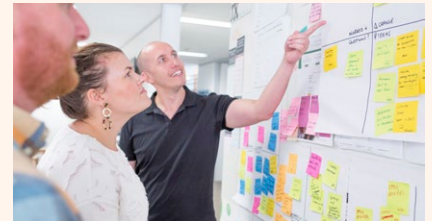
Our annual employee share plan offers eligible employees across Australia and New Zealand to provide employees with an opportunity to share in the future of nib. Over 60% of BU Heads and 30% of the general employee population have elected to participate in the year ahead.

We also made a significant contribution to the communities in which we operate through our provision of employment to 1,157 people in 5 countries. Our financial contribution to economic development includes paying claims and dividends, providing employment, buying products and services and paying taxes. Further information regarding nib's tax contributions is provided in our [2021 Tax Transparency Report](#).

It would also be remiss not to highlight the significant impact of the COVID-19 pandemic on our people which is why we've continued to evolve our support throughout the past year. This ranges from introducing special leave and ergonomic reimbursements to finding new ways to keep them connected and engaged.

### Life at nib

While nobody celebrates the misery and disruption caused by COVID-19, it has presented a unique opportunity for us to rethink and redefine work at nib. Given the nature of the pandemic and the impact it has had to our business, we have made a commitment to re-think old work practices and design principles.



We've made important changes in our approach to the future of work at nib, that is underpinned by flexibility in where, when and how we work. We have defined the following principles to guide our approach – protect employee wellbeing, meet our customer needs, give employees the tools they need, foster connection, innovation and creativity.

To support our flexible new way of working, we have recently launched a new Distributed Work Policy, which outlines our support for employees to ensure they are able to work remotely in a safe and effective manner. The policy includes three focus areas – a distributed work allowance, new starter home office reimbursement and location principles.

We feel that it's important to take care of our employees at this time, which is why our Distributed Work Allowance consists of AU\$1,200 (per annum) available to all Group employees to contribute to the reasonable ongoing costs of working remotely. We've also launched the New Starter Home Office reimbursement – a once-off benefit of up to AU\$300 for new employees to support them in the set-up of a suitable and safe home workspace.

### FY22 targets



- 40/40/20 gender mix represented in our manager and team leaders, Heads of business units and Executives
- Ensure 40/40/20 gender mix representation in Board positions and a minimum 1 female or gender non-specific member of the People and Remuneration Committee
- 40/40/20 gender mix in interviewing panels and shortlisted candidates for senior roles



See page 18 for key metrics relating to our economic development and employment pillar



## community spirit & cohesion

Strong community spirit and cohesion are good for the psychological and physical resilience of communities. We believe a strong sense of belonging, social justice, practicing tolerance and respect of differences is essential to fostering resilience in healthy communities. Our partnerships with the community build resilience and reduce inequalities, with a special focus on preventative health, mental wellbeing and Aboriginal and Torres Strait Islander health.



### FY21 highlights



**\$2.7m**

total community funding investments



**\$1.1m**

nib foundation investment in prevention of chronic disease



Inaugural Reflect Reconciliation Action Plan



Launched Group-wide employee giving digital platform

**We believe it's imperative that our purpose of *Your Better Health* is true for all peoples. Sadly, many communities continue to experience a disproportionate health disadvantage. Recognising the responsibility we have to play our part in helping close this gap, we've worked hard throughout the year to build community resilience and reduce inequalities.**

In October 2020, we launched our inaugural [Reflect Reconciliation Action Plan \(RAP\)](#) to learn and reflect on what it means to truly reconcile with our First Nations peoples. Using the Reconciliation Australia Framework, nib's RAP, which focuses on reflection, provides the framework to guide nib's actions to build meaningful relationships with Aboriginal and Torres Strait Islander peoples and take deliberate steps to help improve equality and justice in communities.

Similarly, we have developed a Māori Relationship Plan (Te Hononga) to outline the journey nib New Zealand is on to develop and enhance its relationship with Māori. 'Hononga' relates to a connection, bond, or relationship.

nib foundation's [Aboriginal Health Partnerships program](#), announced last year with a funding commitment of \$1 million to support Aboriginal and Torres Strait Islander health, also continues to support community-led organisations to deliver strengths-based and culturally safe initiatives.

The program has supported four projects during FY21 including partnerships with Awabakal and the National Centre of Indigenous Excellence. The projects are improving youth emotional and social wellbeing through building strong connections to family, country and culture, supporting education and employment pathways and building physical health and fitness.

Every day, community organisations support and empower people to improve their physical, mental and social wellbeing.

This year, nib foundation committed over \$1.9 million in funding to 32 charity partners across our three focus areas – promoting prevention, enabling equality and empowering communities.

This brings our total funding commitment to over \$23 million since the foundation was established in 2008. Through our [partnerships](#), nib foundation works to improve health and social outcomes for vulnerable communities.

We've also continued to foster a spirit of giving back to the communities in which we live, work, and operate, in Australia and across the world. This year our employees focused their efforts on fundraising for causes closest to them given COVID-19 restrictions limited our ability to get out into the community and volunteer.

Through our nibgive corporate giving program and newly introduced Group-wide employee giving digital platform, we raised more than \$41,000 in donations to support 13 charities with employees also providing \$37,000 worth of volunteering time.

There was less opportunity for our World Nomads and Travel Insurance Direct travellers to purchase policies and make micro-donations to [The Footprints Network](#) this year. However, we've continued to invest our funding in projects that will help improve the lives of people living in disadvantaged communities and protect vulnerable ecosystems across the world.

Our \$1.5 million COVID-19 community response donation has enabled delivery of some crucial clinical innovations and mental health support, two areas of real need across Australia and New Zealand in FY21.

Partnering with Lifeline Australia and Lifeline Aotearoa, we helped to ensure Aussies and Kiwis who required mental health support during the pandemic were able to access immediate support. Our funding helped Lifeline Australia to expand its crisis text-based service responding to an additional 13,000 people while Lifeline Aotearoa were able to provide an additional 2,300 hours of crisis support.

Our partnership with Clearhead in New Zealand also helped ensure more Kiwis can easily access mental health services, through the development of a free, secure telehealth platform connecting healthcare professionals and their patients.

In addition, our funding saw 7,300 rural health professionals supported through NSW Rural Doctors Network's online wellbeing resources, 120,000 free telehealth consultations delivered via GP Consults and more than 100 COVID-19 patients receive at home care via Alfred Health's innovative remote monitoring pilot.

Our brand partnerships and community sponsorships continued to promote health and active lifestyles for our members, customers, employees and the wider community. These partnerships not only drive great brand exposure but also build cohesion within the communities that we operate in, including the clear strategic focus this year in advocating for equality and supporting diversity in sport.

Learn more about nib foundation and our community efforts in our [2021 Community Report](#).

## Reflect RAP

We've made a formal commitment to reconciliation with the Aboriginal and Torres Strait Islander community through our inaugural [Reflect RAP](#). And as a healthcare company, by far the biggest impact we can have in terms of reconciliation, is improving the health and wellbeing of our First Nations peoples.

We also feel it's important for our people to be part of this reconciliation to build awareness of Aboriginal and Torres Strait Islander histories, as well as create a working environment for everyone to be their true self to foster development and opportunities.

Reflection is an important first step in our reconciliation journey and we've focused throughout the year on looking inward to deepen our understanding of the unique contribution our business can make.



This includes establishing partnerships with community and First Nations organisations, celebrating Aboriginal and Torres Strait Islander cultures and histories through NAIDOC Week, creating cultural welcoming office locations via First Nations artwork and recognition plurals, as well as observing cultural protocols such as Welcome to Country and Acknowledgement of Country.

While we are at an early stage in our journey, we're working hard to ensure our efforts towards equality and reconciliation are reflected in the decisions we make, the environment we create and the work that we do.



## Supporting women in sport

It's been an exciting year for women in sport and we're proud to be a part of it, leveraging our brand partnerships and community sponsorships to get behind this long-awaited movement that will see greater participation of women in sport across Australia and New Zealand.

We're proud to have been a part of New Zealand Rugby history, becoming the first naming rights sponsor to the nib Blues Women's team for their inaugural Super Rugby match.

The match signified New Zealand Rugby's commitment to commencing a women's Super Rugby competition in 2022 and our commitment as naming rights partner will ensure we can continue to help pave the way for greater representation of women and diversity in sport.

We're also excited to have secured our position as Principal Sponsor of the Newcastle Knights NRLW ahead of their inaugural season in 2022 and announced the extension of our joint-major partnership with Richmond AFLW to continue to bring women's sport to the forefront in Australia.

## FY22 targets



- 1,200 hours of volunteering delivered to support our community partnerships
- 50% of our brand partnership and community sponsorship portfolio advocating for equality and diversity
- 500,000+ people reached via nib foundation's Prevention Partnerships focused on chronic disease risk reduction
- 100% of Reflect RAP deliverables achieved



See page 22 for key metrics relating to our community spirit & cohesion pillar



## leadership & governance

We strongly believe in the importance of having the highest standards of ethical practice and good governance in business and public institutions. We understand the risks associated with our business operations and the potential consequences for our stakeholders in failing to manage these risks. We understand how the behaviour of companies like ours can influence others operating in our communities.



### FY21 highlights



Enhanced our enterprise risk management system



Ethics framework developed



Published inaugural Modern Slavery statement



Uplift in cyber education and awareness program

### As a purpose-driven business we believe in demonstrating ethical and good governance business practices, being transparent and mindful of the impact we have on the communities we serve.

The ethical practice to which we aspire across nib is, naturally, aligned with that of the societies in which we presently operate. To demonstrate this, this year we developed our nib Ethics Framework which is built on the foundation of observing the highest ethical standards of behaviour, honesty and integrity in all our business activities.

The Ethics Framework establishes a clear point of reference for our people when they are making decisions across the organisation with a focus on asking “should we” rather than “can we”.

As reflected in our [Human Rights Statement](#) we strongly believe we have a responsibility to protect the human rights of our members and travellers, our people, those in our supply chain and wider community, as articulated in the Universal Declaration of Human Rights.

In November, we published our inaugural [Modern Slavery Statement](#) which outlined the steps we have taken to identify, assess and mitigate modern slavery risks within our operations and supply chain. While we are proud of the significant progress that has been made in our first reporting year, we know more needs to be done.

The strength and agility of nib’s risk management framework and systems were showcased during the year as we quickly and strategically adapted to the evolving challenges of the COVID-19 pandemic.

As always, we sought to put our members and travellers at the heart of our decision making while ensuring we’ve engaged with our regulators to maintain alignment with corporate and community expectations.

nib’s Risk Management Framework was further embedded through the delivery of a number of key initiatives during the year. We completed the first phase of implementation of a new technology solution for enterprise risk management which has improved the automation of risk and compliance data collection and reporting, usability and helped us to be more agile.

We have also delivered on our commitment to establish more refined approaches to measuring and monitoring risk culture recognising that a good risk culture effectively drives improved company performance, better member outcomes and helps us to remain aligned with evolving stakeholder expectations.

Building our existing sound business practices and, in line with the approach recommended by the ASX *Corporate Governance Council’s Corporate Governance Principles & Recommendations* (Fourth Edition), nib transitioned to the updated reporting requirements in FY20 ahead of the FY21 required timeframe. Read more about nib’s Corporate Governance at [nib.com.au/shareholders](http://nib.com.au/shareholders)

As nib transitions from healthcare payer to a true health partner, it’s imperative that we harness our data governance and cybersecurity capability to support our growing personalisation strategy. Data privacy, security and integrity of our members’ personal information remains paramount.

### Protecting human rights

A core focus of our human rights efforts has been improving the visibility and understanding of our supply chain and ethical procurement practices as we seek to create a more sustainable supply chain.

For example, we've learned that within our supply chain, more than 90% of our procurement spend is contracted and 97% of our almost 30,000 direct suppliers are located in Australia.

As part of our inaugural [Modern Slavery Statement](#) we undertook an initial risk assessment on these direct or Tier 1 suppliers to better understand our potential exposure to modern slavery risk. This showed less than 1% of our suppliers have a high inherent risk of modern slavery.

In FY21, we further assessed these suppliers via additional monitoring and due diligence.

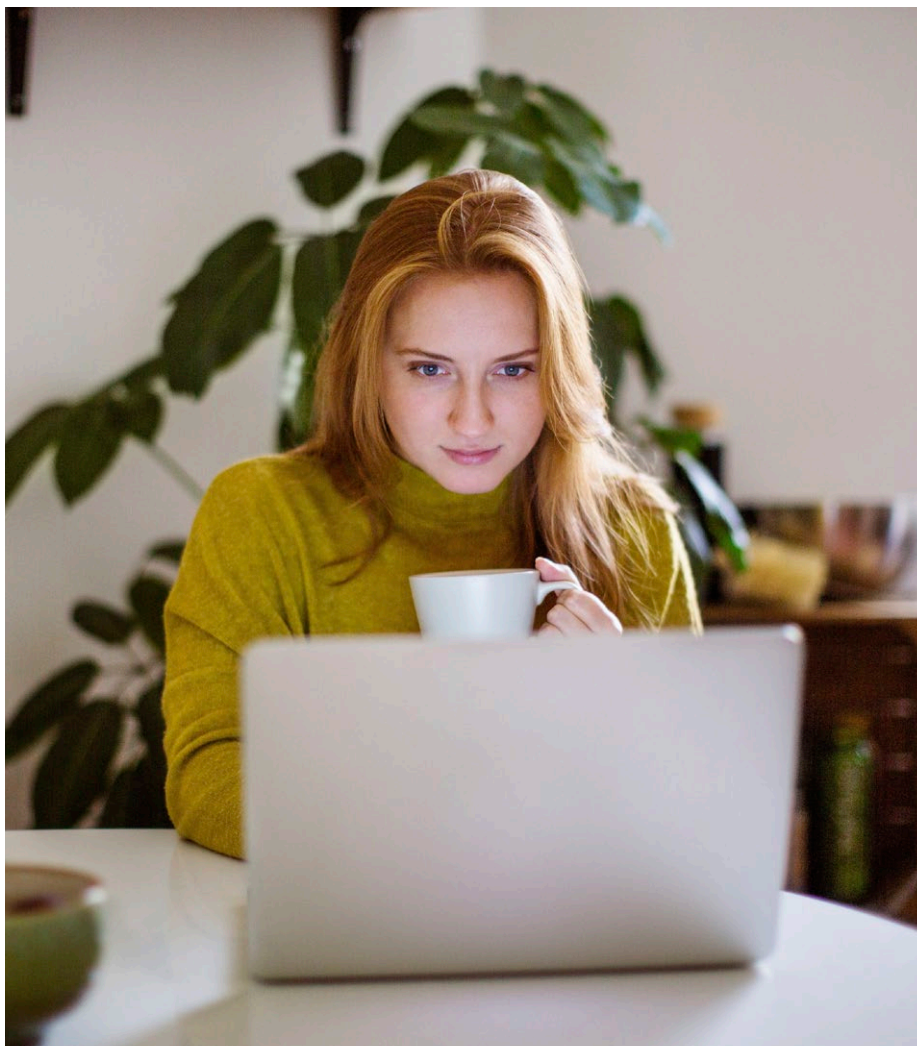
Through our supplier questionnaire assessments we have been able to identify gaps in our suppliers' ethical business procedures and will work with them in the year ahead to address any human rights risks by enhancing these practices.

We've also introduced modern slavery training resources for our suppliers to help improve supplier engagement and understanding of human rights. View our short training video [here](#).

During FY21, our cybersecurity team focused on regulatory and data protection alignment with Group cyber capability including ISO 27001 certification of Group cyber processes and expansion of the scope of our Information Security Management System (ISMS).

We also established cyber control self-assessments and key risk indicator monitoring to improve cyber posture transparency alignment with our risk appetite statement, while information asset cataloguing was introduced to support business continuity management and supply chain risk.

An uplift of our cyber education and awareness program was also conducted including employee "Phriendly Phishing" training which has improved employee phishing detection and interaction rates.



### Managing cyber risk

Our members trust us with the personal information they provide to nib, and we strive to protect and maintain this sensitive information by implementing policies and procedures to mitigate risks.

For example, our cybersecurity policy is supported by our dedicated nib cybersecurity team who understand the utmost importance of taking cybersecurity seriously.

To provide enhanced transparency over our level of protection against cyber-attacks such as hacking, this year, we developed a real-time cyber risk visualisation asset. This asset ingests detailed cyber metrics and information from a comprehensive set of cyber tooling and intelligence feeds to increase our awareness of potential attacks.

The tool will also provide greater transparency and reporting to the Board and management in a non-technical way, to ensure ongoing improvement to our current posture of key controls.

### FY22 targets



- 100% completion of nib compliance training
- Zero breaches of the nib Code of Conduct
- Zero cybersecurity material control failures
- Attainment of ISO 27001 certification for cybersecurity processes



See page 17 for key metrics relating to our leadership and governance pillar

## key metrics



population  
health

### Member snapshot

|   | FY21             | FY20             |
|---|------------------|------------------|
| <b>Number of policyholders</b>                        |                  |                  |
| Australian Residents Health Insurance                 | 645,152          | 619,079          |
| International (Inbound) Health Insurance              | 172,462          | 184,379          |
| New Zealand   | 120,148          | 118,259          |
| <b>Total</b>  | <b>937,762</b>   | <b>921,717</b>   |
| <b>Number of persons covered</b>                      |                  |                  |
| Australian Residents Health Insurance                 | 1,224,320        | 1,186,805        |
| International (Inbound) Health Insurance              | 187,410          | 202,533          |
| New Zealand   | 233,157          | 226,925          |
| <b>Total</b>  | <b>1,644,887</b> | <b>1,616,263</b> |
| <b>Health insurance claims paid<sup>1</sup> (\$m)</b> |                  |                  |
| Australian Residents Health Insurance                 | 1,741.0          | 1,725.5          |
| International (Inbound) Health Insurance              | 85.8             | 61.8             |
| New Zealand   | 158.7            | 146.1            |
| <b>Total</b>  | <b>1,985.5</b>   | <b>1,933.4</b>   |

### Member satisfaction

|   | FY21 | FY20 |
|---|------|------|
| <b>Net promoter score</b>   |      |      |
| Australian Residents Health Insurance <sup>2</sup>  | 25   | 35   |
| International Students Health Insurance   | 45   | 43   |
| International Workers Health Insurance  | 36   | 47   |
| New Zealand   | 34   | 33   |
| nib Travel <sup>3</sup>   | 58   | 64   |
| GU Health   | 26   | 17   |
| Group (weighted average)  | 27   | 35   |
| <b>Complaints to Private Health Insurance Ombudsman – Australian Residents Health Insurance</b> |      |      |
| Number of complaints <sup>4</sup>   | 275  | 287  |
| Number of disputes <sup>4</sup>   | 20   | 33   |
| Private health insurer share of complaints <sup>4</sup>   | 9.1% | 8.4% |
| Private health insurer share of disputes <sup>4</sup>   | 9.4% | 8.9% |
| Private health insurer market share <sup>4</sup>  | 9.2% | 8.5% |

### Health management programs

|   | FY21         | FY20         |
|---|--------------|--------------|
| <b>Number of participants – Australian programs</b>       |              |              |
| Care Point  | 304          | 83           |
| Care Support <sup>5</sup>                                 | 102          | n/a          |
| Discharge Support Program <sup>6</sup>                    | 110          | 6,130        |
| Healthy Weight for Life™                                  | 156          | 168          |
| Honeysuckle Health Discharge Support Program <sup>5</sup> | 3,741        | 194          |
| Limber <sup>5</sup>                                       | 278          | n/a          |
| Mental Health Care Support Program <sup>5</sup>           | 7            | n/a          |
| Mental Health Hospital Support Program <sup>5</sup>       | 111          | n/a          |
| MindStep™   | 21           | 66           |
| The COACH Program®  | 252          | 299          |
| <b>Number of participants – New Zealand programs</b>      |              |              |
| Help Me Manage My Back                                    | 47           | 60           |
| Help Me Manage My Hip and Knees                           | 24           | 25           |
| Help Me Manage My Prescriptions                           | 240          | 244          |
| Help My Heart Health                                      | 15           | 14           |
| Help My MANA <sup>7</sup>                                 | 18           | 20           |
| nib bowel screening                                       | 499          | n/a          |
| Support Me With My Chronic Condition                      | 31           | 12           |
| Support My Hearing <sup>7</sup>                           | 44           | 96           |
| Support My Smile <sup>7</sup>                             | 47           | 90           |
| Support My Vision <sup>7</sup>                            | 490          | 381          |
| <b>Total number of participants AU &amp; NZ</b>           | <b>6,537</b> | <b>7,882</b> |
|   | <b>FY21</b>  | <b>FY20</b>  |
| <b>Reactive case management</b>                           |              |              |
| International students                                    | 3,093        | 4,076        |
| International workers                                     | 1,754        | 2,185        |
| Travel assistance   | 1,036        | 5,872        |
|   | <b>FY21</b>  | <b>FY20</b>  |
| <b>Ngāti Whātua Ōrākei partnership</b>                    |              |              |
| Number of persons covered                                 | 4,510        | 3,934        |
| Claims paid   | \$2,881,516  | \$1,523,505  |

1. Health insurance net claims incurred (excluding claims handling), underwriting segments only.

2. Excludes GU Health.

3. NPS based on sales.

4. Includes GU Health.

5. New program introduced in FY21.

6. Program transitioned into Honeysuckle Health Discharge Support Program.

7. Available to Ngāti Whātua Ōrākei partnership members only.





natural  
environment



leadership  
and governance

**Paper consumption (kg)**

|                            | FY21   | FY20   |
|----------------------------|--------|--------|
| Copy paper                 | 5,488  | 6,250  |
| Printing paper & envelopes | 44,650 | 37,860 |
| Paper consumables          | 1,139  | 4,943  |

**Efforts to reduce paper consumption**

**Members with email as preferred method of contact**

|   |       |       |
|---|-------|-------|
| Australian Residents Health Insurance   | 86.4% | 84.2% |
| International Students Health Insurance | 99.4% | 99.4% |
| International Workers Health Insurance  | 99.8% | 99.9% |
| New Zealand                             | 91.1% | 86.5% |
| Shareholders on partial eComms          | 3.7%  | 2.7%  |
| Shareholders on full eComms             | 48.2% | 47.8% |

**Business travel<sup>1</sup>**

**Land travel**

|                                 |           |           |
|---------------------------------|-----------|-----------|
| Fleet car kms                   | 10,990    | 44,486    |
| Employee vehicle claimed kms    | 38,130    | 155,646   |
| Employee commuting kms          | 2,718,007 | 8,093,567 |
| Hybrid fleet vehicle percentage | 100.0%    | 50.0%     |

**Air travel kms**

|                          |         |           |
|--------------------------|---------|-----------|
| International & domestic | 200,250 | 4,653,955 |
|--------------------------|---------|-----------|

**Carpooling program<sup>2</sup>**

|                                 |   |        |
|---------------------------------|---|--------|
| Number of employee participants | 0 | 353    |
| Kilometres saved                | 0 | 39,596 |
| CO <sub>2</sub> saved (kg)      | 0 | 9,899  |

**Energy consumption<sup>3</sup>**

|                   |           |           |
|-------------------|-----------|-----------|
| Electricity (kWh) | 2,084,662 | 2,666,414 |
| Gas (GJ)          | 461       | 1,108     |

|                                   | FY21 | FY20 |
|-----------------------------------|------|------|
| Whistleblower register reports    | 0    | 0    |
| Code of conduct breaches          | 1    | 8    |
| Privacy related complaints upheld | 0    | 0    |
| Information security breaches     | 0    | 1    |

**Group compliance training modules**

- Acceptable Use of IT Policy
- Anti-Bullying, Harassment & Discrimination
- Armed Robbery Safety Awareness
- Business Continuity Management
- Compliant Trading
- Conflicts of Interest
- Credit Card Security Policy
- Data Privacy and Protection – Australia
- Discipline Policy and Procedure
- Drug and Alcohol Policy
- Fraud and Corruption Awareness
- General Data Protection Regulation
- General Security Awareness
- Grievance Policy and Procedure
- IT Security Policy
- Manual Handling
- Mobile Devices Policy
- Modern Slavery Awareness
- nib – Code of Conduct
- nib Trading Policy
- nib Workplace Mental Health
- Phriendly Phishing 101
- Phriendly Phishing 201
- Phriendly Phishing 301
- Work Health and Safety Fundamentals
- Workplace Surveillance Policy

1. Due to COVID-19, business travel was significantly reduced in FY21.  
 2. Employees did not participate in the carpooling program in FY21 due to COVID-19.  
 3. FY21 energy consumption reduced due to office closures during COVID-19.



# economic development and employment

## Our people

|  | FY21       |            |                             | FY20       |            |
|--|------------|------------|-----------------------------|------------|------------|
|  | Female     | Male       | Gender diverse <sup>1</sup> | Female     | Male       |
| <b>Number of employees</b>               |            |            |                             |            |            |
| Australia                                | 599        | 363        | 1                           | 764        | 430        |
| Ireland                                  | 11         | 3          | 0                           | 14         | 9          |
| New Zealand                              | 110        | 64         | 0                           | 110        | 67         |
| Philippines                              | 0          | 0          | 0                           | 62         | 42         |
| United Kingdom                           | 0          | 2          | 0                           | 0          | 2          |
| United States of America                 | 4          | 0          | 0                           | 5          | 0          |
| <b>Total</b>                             | <b>724</b> | <b>432</b> | <b>1</b>                    | <b>955</b> | <b>550</b> |
| % of total                               | 62.6%      | 37.3%      | 0.1%                        | 63.5%      | 36.5%      |
| <b>Employees by age</b>                  |            |            |                             |            |            |
| <25 years                                | 22         | 13         | 0                           | 48         | 29         |
| 25 – 34 years                            | 237        | 168        | 1                           | 339        | 225        |
| 35 – 44 years                            | 236        | 153        | 0                           | 288        | 192        |
| 45 – 54 years                            | 141        | 73         | 0                           | 180        | 80         |
| 55 – 65 years                            | 77         | 23         | 0                           | 95         | 23         |
| >65 years                                | 11         | 2          | 0                           | 5          | 1          |
| Average age of employees                 | 41         | 39         | 26                          | 40         | 37         |
| <b>Employment level</b>                  |            |            |                             |            |            |
| Non-Executive Directors                  | 3          | 3          | 0                           | 4          | 3          |
| Executives                               | 2          | 8          | 0                           | 3          | 9          |
| Business Unit Heads                      | 20         | 29         | 0                           | 22         | 30         |
| Manager/Team Leaders                     | 134        | 92         | 0                           | 155        | 110        |
| Other workforce                          | 568        | 303        | 1                           | 775        | 401        |
| <b>Employment type</b>                   |            |            |                             |            |            |
| Permanent full time                      | 597        | 411        | 1                           | 755        | 505        |
| Permanent part time                      | 99         | 11         | 0                           | 140        | 12         |
| Temporary                                | 26         | 8          | 0                           | 56         | 32         |
| Casual                                   | 2          | 2          | 0                           | 4          | 1          |
| <b>Employment by tenure</b>              |            |            |                             |            |            |
| <1 year                                  | 93         | 62         | 0                           | 159        | 131        |
| 1 year                                   | 77         | 72         | 0                           | 135        | 90         |
| 2 – 3 years                              | 150        | 103        | 1                           | 175        | 118        |
| 4 – 5 years                              | 88         | 76         | 0                           | 124        | 88         |
| 6 – 10 years                             | 152        | 73         | 0                           | 185        | 78         |
| 11 – 15 years                            | 93         | 26         | 0                           | 97         | 32         |
| 16 – 20 years                            | 31         | 13         | 0                           | 39         | 7          |
| 21+ years                                | 40         | 7          | 0                           | 41         | 6          |
| Percentage of new hires (tenure <1 year) | 60.0%      | 40.0%      | 0.0%                        | 54.8%      | 45.2%      |

1. Gender diverse data point introduced in FY21.

|   | FY21   |        |                             | FY20   |        |
|---|--------|--------|-----------------------------|--------|--------|
|   | Female | Male   | Gender diverse <sup>2</sup> | Female | Male   |
| <b>Parental leave</b>   |        |        |                             |        |        |
| Employees accessing parental leave  | 59     | 5      | 0                           | 41     | 12     |
| Rate of return from parental leave  | 83.0%  | 100.0% | 0.0%                        | 91.0%  | 100.0% |
| Employees still employed after 12 months following return                             | 75.0%  | 89.0%  | 0.0%                        | 85.0%  | 100.0% |
| <b>Gender pay equity</b>  |        |        |                             |        |        |
| Average compa-ratio (position against target market position) for business unit heads | 101.0% | 102.0% | n/a                         | 96.0%  | 100.0% |
| Median compa-ratio (position against target market position) for business unit heads  | 100.0% | 102.0% | n/a                         | 98.0%  | 101.0% |

|   | FY21         | FY20      |
|---|--------------|-----------|
| <b>Employee development program participation</b> |              |           |
| Leadership training                               | 89           | 76        |
| Frontline training                                | 1,412        | 1,170     |
| Education assistance                              | 49           | 41        |
| External development courses                      | 163          | 203       |
| Total investment in training <sup>3</sup>         | \$818,099.63 | \$654,060 |

|  | FY21   |      |                             | FY20   |      |
|--|--------|------|-----------------------------|--------|------|
|  | Female | Male | Gender diverse <sup>2</sup> | Female | Male |
| <b>Employee succession</b>                 |        |      |                             |        |      |
| Employees internally promoted              | 43     | 28   | 1                           | 50     | 38   |
| <b>Flexible work practices<sup>4</sup></b> |        |      |                             |        |      |
| Individual flexible arrangement employees  | 79     | 8    | 0                           | 101    | 7    |

|                           | FY21     |          |          | FY20     |          |          |
|---------------------------|----------|----------|----------|----------|----------|----------|
|                           | VL/L     | M        | H/VH     | VL/L     | M        | H/VH     |
| <b>Lost time injuries</b> |          |          |          |          |          |          |
| Australia                 | 0        | 3        | 0        | 0        | 3        | 0        |
| Ireland                   | 0        | 0        | 0        | 0        | 0        | 0        |
| New Zealand               | 0        | 0        | 0        | 0        | 0        | 0        |
| United Kingdom            | 0        | 0        | 0        | 0        | 0        | 0        |
| United States of America  | 0        | 0        | 0        | 0        | 0        | 0        |
| <b>Total</b>              | <b>0</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> | <b>0</b> |

VL/L Impact very low or low M Impact medium H/VH Impact high or very high

2. Gender diverse data point introduced in FY21.

3. Excludes internal training resource costs.

4. In addition to formal arrangements, other strategies are also in place to support flexible working for employees including working from home, flexible working hours, study leave and rostering preferences.



# economic development and employment *continued*

## Our people *continued*

|   | FY21  | FY20  |
|---|-------|-------|
| <b>Group injury frequency rate</b>                        | 1.3   | 1.3   |
| <b>Absenteeism<sup>5</sup></b>                            |       |       |
| Australia   | 3.9%  | 4.0%  |
| New Zealand   | 2.8%  | 2.7%  |
| <b>Flu shots given to employees</b>                       | 419   | 344   |
| <b>Corporate Wellness Programs</b>                        |       |       |
| <b>Fitness Program</b>                                    |       |       |
| Number of employee participants                           | 186   | 284   |
| Number of family participants                             | 186   | 267   |
| Quit smoking program                                      | 1     | 3     |
| <b>Employee mental health</b>                             |       |       |
| Number of employees with mental health first aid training | 30    | 28    |
| Employee Assistance Program (EAP):                        |       |       |
| Employee contacts   | 189   | 206   |
| Family member contacts                                    | 39    | 29    |
| Employee EAP consultation usage %                         | 14.5% | 13.7% |

## Employee engagement and retention

|  | FY21  | FY20  |
|--|-------|-------|
| <b>Employee engagement score<sup>6</sup></b> |       |       |
| Employee engagement score                    | 69.0% | 69.0% |

|                           | FY21         |              |                             | FY20         |              |
|---------------------------|--------------|--------------|-----------------------------|--------------|--------------|
|                           | Female       | Male         | Gender diverse <sup>7</sup> | Female       | Male         |
| <b>Employee attrition</b> |              |              |                             |              |              |
| Voluntary turnover rate   | 14.0%        | 18.4%        | 0.0%                        | 17.5%        | 20.8%        |
| Involuntary turnover rate | 14.6%        | 12.3%        | 0.0%                        | 6.1%         | 6.6%         |
| <b>Total</b>              | <b>28.7%</b> | <b>30.8%</b> | <b>0.0%</b>                 | <b>23.6%</b> | <b>27.4%</b> |

|   | FY21 | FY20 |
|---|------|------|
| <b>Enterprise agreements and trade union negotiations</b> |      |      |
| Employees covered by enterprise agreement                 | 268  | 313  |
| Number of consultations/negotiations with trade unions    | 2    | 2    |
| <b>Employee representation</b>                            |      |      |
| Number of Joint Consultative Committee representatives    | 11   | 18   |

5. Absenteeism not available for Ireland, Philippines, UK or USA.

6. Survey conducted every two years.

7. Gender diverse data point introduced in FY21.

|   | FY21  | FY20  |
|---|-------|-------|
| <b>Participation in employee share plan</b>                 |       |       |
| Australia   |       |       |
| Employee Share Acquisition Plan (ESAP)                      | 32.6% | 32.9% |
| Business Unit Head Salary Sacrifice and Matching Share Plan | 76.2% | 69.6% |
| New Zealand   |       |       |
| Employee Share Purchase Scheme (ESPS)                       | 14.0% | 17.8% |
| Business Unit Head Salary Sacrifice and Matching Share Plan | 44.4% | 57.1% |
| <b>Tax contribution</b>                                     |       |       |
| Income and other taxes (\$m)                                |       |       |
| Australia   | 61.6  | 63.9  |
| Group   | 70.0  | 70.0  |
| Effective tax rate  |       |       |
| Australia   | 30.8% | 28.9% |
| Group   | 30.5% | 28.6% |

#### Work and life benefits

Additional Leave Days (AU, NZ)  
 Apple Employee Purchase Program (AU)  
 Employee Giveaways (Group)  
 Flexible Work Practices (AU, NZ)  
 Leisure Travel Discounts (Group)  
 Microsoft Home Office Program (AU, NZ)  
 Parental Leave (AU)  
 Volunteer Leave (Group)

#### Finance and insurance benefits

Corporate Bank Offer (AU, NZ)  
 Employee Health Insurance Discounts (AU, NZ, Ireland & UK)  
 Estate Planning Discount (NZ)  
 Employee Share Plans (AU, NZ)  
 Group Life Insurance (AU, Ireland)  
 Group Salary Continuance Insurance (AU, Ireland)  
 Pension matching scheme (UK, Ireland)  
 Salary Sacrifice (AU)  
 Transport Discounts (Ireland, USA)  
 Travel Insurance Discount (Group)  
 Wellness Bonus (USA)

#### Health and wellness

Employee Assistance Program (Group)  
 Eye Care Discounts (AU, NZ)  
 Flu Vaccinations (Group)  
 Gym Discounts & Fitness Initiatives (AU, NZ)  
 On-site Health and Wellness Services (AU, NZ, UK, Ireland)  
 Quit Smoking Programs (Group)  
 Weekly Fresh Fruit (AU, NZ, UK, Ireland)

#### Reward and recognition

Christmas Gift (Group)  
 Short Term Incentive Program (Group)  
 Years of Service Awards (AU, NZ)

#### Career and development

Educational Assistance (Group)  
 External Training (Group)



## community spirit and cohesion

### nib foundation

|                                      | FY21               | FY20               |
|--------------------------------------|--------------------|--------------------|
| <b>Grants</b>                        |                    |                    |
| Prevention Partnerships              | \$742,132          | \$1,018,018        |
| Health Smart Grants                  | \$340,000          | \$240,000          |
| Aboriginal Health Partnerships       | \$150,000          | \$70,000           |
| Community Partners                   | \$641,000          | \$792,150          |
| Employee nominated Good Cause Grants | \$30,000           | \$35,000           |
| <b>Total</b>                         | <b>\$1,903,132</b> | <b>\$2,155,168</b> |
| <b>Charity partnerships</b>          |                    |                    |
| Prevention Partnerships              | 4                  | 5                  |
| Health Smart Grants                  | 10                 | 6                  |
| Aboriginal Health Partnerships       | 3                  | 2                  |
| Community Partners                   | 9                  | 10                 |
| Employee nominated Good Cause Grants | 6                  | 7                  |
| <b>Total</b>                         | <b>32</b>          | <b>30</b>          |
| <b>Customer giving<sup>1</sup></b>   |                    |                    |
| <b>Donations</b>                     |                    |                    |
| Donations received                   | \$54,740           | \$533,034          |
| Number of donors                     | 15,219             | 158,660            |
| <b>Funding</b>                       |                    |                    |
| Funding allocated                    | \$36,965           | \$600,597          |
| Charities funded                     | 2                  | 13                 |
| Projects funded                      | 2                  | 31                 |
| Countries impacted                   | 2                  | 23                 |

### Employee giving

|   | FY21     | FY20     |
|---|----------|----------|
| Employee fundraising donations                | \$21,001 | \$56,191 |
| Company and nib foundation matching donations | \$20,599 | \$43,206 |
| Charities supported                           | 13       | 13       |
| <b>Employee volunteering</b>                  |          |          |
| Charities assisted                            | 8        | 8        |
| Volunteer hours                               | 661      | 657      |
| Employee participants                         | 108      | 115      |
| Value of time                                 | \$37,163 | \$29,631 |

### Sponsorship partnerships:

Newcastle Knights (NRL)  
 New South Wales Rugby League (State of Origin NSW Blues)  
 Richmond Football Club (AFL & AFLW)  
 Richmond Korin Gamadji Institute (KGI)  
 The Blues (Super Rugby, New Zealand)

### Community partnerships:

Auckland Chinese New Year Festival  
 Auckland Round the Bays  
 Awabakal Community Events  
 Indian Weekender  
 Mark Hughes Foundation  
 National Centre of Indigenous Excellence Community Day  
 NZ Men's Health Trust  
 Ronald McDonald House Charities® (NZ)  
 Voyager Media Awards

1. Customer giving impacted by COVID-19 restrictions on travel and reduced travel sales during the period.