



Sustainability Report

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Sustainability Report

for the year ended 30 June 2025

This sustainability report is presented into two sections. The first addresses climate-related disclosures, while the second covers other sustainability measures. This revised structure is in anticipation of the forthcoming mandatory Australian Accounting Standards Board (AASB) S2 – *Climate-related financial disclosures*, which will apply to Healius in the 2026 financial year ("FY"). This report marks an initial step toward alignment with AASB S2. While full compliance has not yet been achieved, we are actively enhancing our reporting frameworks and internal processes to meet the standard. Climate-related disclosures will be subject to audit as part of the 2026 annual report.

Climate Related Disclosures

Healius recognises that the physical impacts of, and transitional responses relating to, climate change may have implications for our business. Climate change presents both risks and opportunities that can impact the Group's financial position and performance.

From FY 2026, under incoming mandatory climate reporting legislation, Healius will be required to disclose information about climate-related risks and opportunities that could reasonably be expected to affect our financial prospects over the short, medium, and long-term.

The report represents the climate related financial disclosures for Healius Limited and its subsidiaries (collectively known as the Group) for the year ended 30 June 2025. It reflects the Group's continued commitment to provide transparent climate-related disclosures. While the disclosures are not intended to represent compliance with the Australian Accounting Standards Board (AASB) S2 – *Climate-related financial disclosures* standard, elements of the standard have been considered to guide and enhance the Group's current approach. This preparatory work supports the Group's transition toward meeting the mandatory climate reporting requirements in FY 2026. These disclosures will be refined and developed further over the coming financial year.

Governance of Climate related Risks and Opportunities

Overview

The Board of Directors (Board) has ultimate responsibility to protect and optimise company performance to build sustainable value for shareholders. This includes the oversight of climate related risks and opportunities. The established Board subcommittees support the Board in the performance of these responsibilities.

From FY 2026, the Board members are to undertake professional development activities designed to ensure they are prepared to meet their climate related responsibilities. This ensures that the Board's capacity to oversee climate related risks and opportunities is aligned with the evolving regulatory requirements.

Audit Committee

The Audit committee is responsible for the oversight of climate risk, strategy, related policy, sustainability reporting and the internal controls that provide the reporting data.

The Audit committee has a sustainability reporting update as a standing agenda item and receives reports from management on the status of readiness activities in preparation for mandatory climate reporting in FY 2026.

Risk Committee

The Risk Committee is responsible for assisting the Board in the effective identification and management of material business risks. Climate related risks are recognised and reported on within the established risk management framework.

Remuneration

Climate related metrics are not currently incorporated into remuneration policies.

Management's role

The CEO/Managing Director has been delegated the responsibility of implementing the Board's climate strategy.

In FY 2025, management has relied on the existing operating structure to provide information on sustainability initiatives and practices.

Looking ahead to FY 2026, Healius will establish an Executive Sustainability Steering Committee to be tasked with developing and implementing a climate transition plan that executes the climate strategy approved by the Board.

This includes:

- Prioritising and developing targets to achieve Healius' climate sustainability ambition.
- Developing roadmaps for initiatives.
- Coordinating and reporting on progress of initiatives.
- Prioritising and resourcing initiatives.
- Building internal capability.

The Steering Committee will report to the CEO and CFO.

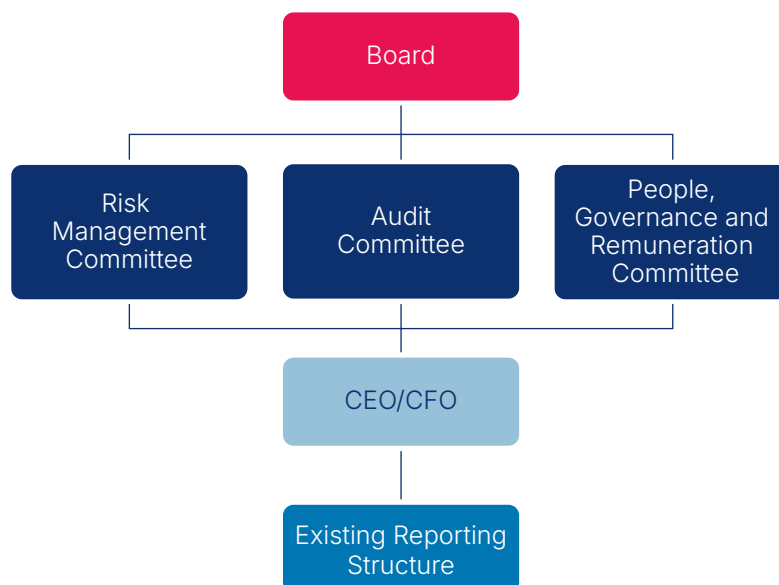
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Implementation of any climate related initiatives will be through the existing operating structure reflecting the approach of sustainability as a business-as-usual activity.

Climate Governance Structure

The following diagram outlines the Group's climate Governance structure.



Summary of Climate related Risks and Opportunities

Climate related risks

RISK	RISK TYPE	IMPACT	MITIGATION
Increased frequency and intensity of extreme weather events	Physical (Acute)	Business disruption due to physical damage of facilities and infrastructure assets within the Healius portfolio as well as impacting the availability of our workforce and potentially causing supply chain disruption.	Detailed business continuity plans, including contingent services, alternative courier routes, etc, are in place for key sites, to minimise disruption to operations and ensure continuity of service patients and doctors.
Increased temperatures/changes in precipitation patterns	Physical (Chronic)	Changes in workforce well-being and productivity.	Work Health and Safety procedures are in place to monitor working conditions. An Employee Assistance Program is available to support employees following disasters or declared emergencies.
Changes in legal and regulatory obligations focused on climate change mitigation (e.g. introduction of carbon pricing)	Transition risk	Cost increase to comply with legislation/regulation.	Decarbonisation initiative underway, including the conversion of the courier fleet to hybrid vehicles and energy use reduction measures in fit outs such the installation of low wattage LED lighting, thermal insulation, and frosting/tinting on external glazing.
Change in consumer demand toward lower environmental impact services	Transition risk	Cost increase to utilise lower impact services.	Consumer sentiment will be continuously monitored. Upstream and downstream impact of services offered will be reassessed and realigned as appropriate.
Changes in stakeholder interest in climate issues	Transition risk	Increase in the level of disclosure around climate related matters.	Stakeholder sentiment will be continuously monitored. Reporting to be updated to reflect evolving expectations.

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Summary of Climate related Risks and Opportunities (continued)

Climate Related Opportunities

OPPORTUNITY	DETAILS
Service offerings	New types of pathology tests emerging due to environmental changes. Higher volume in existing test types resulting from climate related events or changes in conditions.
Sustainable business practices	Competitive advantage in commercial tendering activities. Cost savings through energy conservation and waste reduction.

Risk Management

Healius has a robust risk management framework and processes which incorporates climate related risks. Oversight of the framework is provided by the Risk Management Committee. The risk identification, analysis, response, and monitoring processes are in accordance with Standards Australia AS/NZS ISO 31000:2018. Management reports to the Risk Management Committee on key risks and the status of risk mitigation activities on a quarterly basis.

There has been no change to this risk management framework during the year.

The business has completed a focused review of climate related risks.

- The climate risks identified during this review have been assessed within the risk framework.
- Potential climate risks have been recorded on the risk register with assigned owners. These risks will be monitored and reported within the defined process.
- It is acknowledged that climate risk also acts to amplify the impact of other business risks.

Climate Transition Plan

The careful and measured use of resources continues to underpin the approach to sustainability. Activities to reduce carbon emissions, and energy use and improvements in waste management processes are ongoing, as described further below. As part of usual business processes, the Group continues to monitor for opportunities to decarbonise the business at a sustainable rate.

In FY 2026, Healius will continue to build on its progress under the original emissions reduction road map as it updates its Climate Change Transition Plan.

Metrics

Carbon emissions for Scope 1 and Scope 2 are reported below for the financial year ended 30 June 2025. The carbon emissions were calculated using the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) using the National Greenhouse Accounts Emissions factors.

Operational GHG emissions

In FY 2025, the Group reported total gross Green House Gas (GHG) emissions of 35,759 tonnes of carbon dioxide equivalent (tCO₂-e), comprising 5,703 tCO₂-e as Scope 1 emissions and 30,056 tCO₂-e as Scope 2 (location based) emissions.

Consolidation approach

In measuring GHG emissions, the Group has employed an operational control consolidation approach as defined by the GHG Protocol to define the organisational boundary. This aligns with the basis of consolidation used for the financial statements and includes emissions from the Lumus Imaging business until it was disposed (1 May 2025).

Scope 1 GHG emissions refer to the direct GHG emissions that occur from sources owned or controlled by the Group. The courier fleet are the primary source of Scope 1 emissions for the business.

Scope 2 GHG emissions refer to indirect GHG emissions from the generation of electricity acquired and consumed by the Group. The Group's Scope 2 GHG emissions are measured using the location – based method, which reflects the average emissions factors of the electricity grids on which the Group consumes electricity.

In instances where activity data is unavailable, for example leased co-located collection centres without separate electricity metering, an estimate has been used to calculate the relevant Scope 1 and Scope 2 emissions.

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Metrics (continued)

Key metrics

SCOPE	FY 2025 (tCO ₂ -e)	FY 2024 ¹ (tCO ₂ -e)	CHG %
Scope 1 – Direct emissions	5,703	5,878	(3.0%)
Scope 2 – Indirect emissions (location based) ²	30,056	32,829	(8.4%)
Total Scope 1 and 2 emissions	35,759	38,707	(7.6%)

Large Scale Generation Certificates (LGCs)

In respect of scope 2 emissions, Large Scale Generation Certificates (LGCs) were surrendered by Iberdrola and Origin on behalf of Healius. The certificates issued by Iberdrola relate to generation that occurred in calendar year 2024 at Iberdrola's Lake Bonney Wind Farms. The surrendered certificates correspond to 17,263 megawatt-hours of electricity consumption having an estimated net carbon dioxide emission of zero tonnes. Healius also purchased 5,000 LGCs from Origin Energy for electricity generated at the Mt Mercer Wind Farm in VIC in calendar year 2024. These were voluntarily surrendered by Origin, on behalf of Healius, in 2025.

GENERATOR	LGCs
Iberdrola	17,263
Origin	5,000
Total LGCs voluntarily surrendered	22,263

LGCs surrendered accounts for approximately 74% of the total electricity consumption (including sites that have estimated emissions).

Methodology for the calculation of GHG Emissions

The Group follows the guideline and methodologies contained in the Greenhouse Gas (GHG) Protocol: Corporate Reporting Standard (2004). Emissions have been measured using the operational control approach as the operational control approach assumes accountability for emissions produced directly or indirectly through its activities. These boundaries reflect all the operations within the consolidated group where it has the authority to introduce and implement operating policies.

Scope 1 and 2 emissions are measured by either internal or external data sources, factoring in measurement uncertainty and data quality.

SCOPE	EMISSIONS CATEGORY	ACTIVITY	DATA SOURCE	GWP AND EF SOURCE ³	METHODOLOGY, DATA QUALITY AND UNCERTAINTY
Scope 1	Transport Combustion	Courier fleet	Fuel Purchase transaction history	EF sourced from published National Greenhouse Accounts for 2024	Quantity of fuel consumed multiplied by the associated emission factor for each fuel type
Scope 2	Purchased electricity	Electricity consumption	(i) Usage from invoices	EF sourced from published National Greenhouse Accounts for 2024	Location based method. High quality data
			(ii) Estimates based on site size and known rates electricity consumption	EF sourced from published National Greenhouse Accounts for 2024	Location based method. Average usage calculated from sites with available usage data Applied to sites without usage data in order to estimate emissions

1 FY 2024 volumes have been restated to align with current year methodology.

2 Scope 2 – Indirect emissions include estimates for sites that do not have actual usage data available. FY 2024 has been recalculated and restated on the same basis.

3 Global Warming Potential (GWP) quantifies the impact a gas has on atmospheric warming over a specific period, relative to carbon dioxide (CO₂). Emission Factor (EF) is a coefficient that indicates the quantity of a greenhouse gas emitted per unit of activity, such as fuel combustion or electricity consumption.

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Targets

Healius is currently in the process of reassessing its climate related targets. The table below outlines targets previously established.

TARGET	CONVERSION OF 50% OF THE FLEET TO HYBRID CARS	100% RENEWABLE ENERGY AT ALL INDEPENDENT SITES BY FY 2026
Objective	To reduce Scope 1 emissions generated by the courier fleet	Reduce Scope 2 emissions
Scope	Applies to the internal courier fleet	Applies to all independent sites
Period	2022–2026	2022–2026
Base period	2022	2022
Target Type	Intensity	Intensity
Alignment with jurisdictional commitment	Informed by the international climate agreement (Paris)	Informed by the international climate agreement (Paris)
Review Process	This target is monitored by management	This target is monitored by management
Metrics for monitoring progress	% of fleet converted	% of independent sites covered by a renewable energy agreement
Revisions	No revisions during the year	No revisions during the year
Progress achieved during the year	917 vehicles in the fleet In FY 2025, 43 hybrid vehicles were acquired increasing the total to 228 in fleet which equates to 25%	The power purchasing agreement (PPA) signed in January 2024 was in operation throughout FY 2025. Under this agreement, 100% of electricity from renewable sources was supplied to Healius's large market sites locations

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Other Sustainability Disclosures

The following section provides information on other sustainability disclosures that do not pertain specifically to climate-related matters. These address our customers, people and communities.

Our Customers

Customer experience

DIGITAL TECHNOLOGY SERVICES

A major focus of our Pathology strategy is using digital technologies that practically improve services for customers to enable revenue growth and/or cost efficiencies.

We have continued to build capabilities in FY 2025 across Medway and Pathway which are our two new technology stacks through which we are modularly digitising services across our value chain.

Medway – Customer Products

Medway is our suite of customer facing digital products focused on improving services for patients and doctors across key touch points.

We have now completed majority of our programmatic work which include rolling out the *Collectors Portal* across our ACC network, providing a modern *Doctor Portal* for referrers to process results, and enabling Electronic Ordering across all major Medical Practice and Hospital systems.

Some examples of service improvements enabled via Medway include:

- Providing a digital pass for patients to conveniently access pathology services with a single identity.
- Enabling reminders to action e-referrals and easy appointment booking through our websites and contract centres.
- Deploying a nationally standardised paperless digital collections process that helps reduce errors and lift staff productivity.
- Enabling upfront payments gathering capability for a growing number of tests with out-of-pocket fees.
- Improving online self-service for doctors to view and action results with less paper delivery and phone calls.

Pathway – Clinical Services

Pathway is our digital solution that underpins lab workflows working alongside our legacy Ultra system.

We now have a modern *Lab Platform* which powers all our Anatomical Pathology workflows nationally and is also the backbone for progressively migrating all our Clinical Pathology analysers via our new Instrument Management middleware.

Pathway is also the main enabler for connecting our lab workflows with other upstream and downstream digital solutions part of Medway through integrations thereby overcoming limitations in our legacy Ultra system.

Some examples of service improvements enabled or underway via Pathway to support revenue growth and/or cost efficiencies include:

- Adopting Digital Pathology with national triaging of Anatomical cases including use of AI to support clinical reporting.
- Digitising Genomics workflow including handling of large DNA sequencing data files and preparing structured reports.
- Minimising the manual effort that is going into data entry and specimen handling in the Pre-Analytics part of the labs.
- Enabling robotic track automation for Microbiology to move away from labour intensive testing in bacteriology.
- Improving our high-volume Biochemistry and Haematology processes to automate result validation and report production.

Cyber Security

Data privacy, patient confidentiality, and availability of medical records continues to remain a major ongoing focus in healthcare. At Healius, we manage large volumes of personal health data in delivering diagnostic services to our referrers and patients. We understand that protecting the privacy of individual data and personal information is paramount.

We have a Cyber Security Framework aligned to the Australian Cyber Security Centre (ACSC) Information Security Manual, with controls and processes in place to protect clinical and financial data within our systems. We work with intelligence provided by ACSC to continuously invest in strengthening our defences against unauthorised access.

Healius' information security strategy is communicated to the Board, security risk management activities are reported to the Board Risk Committee, and information security metrics are reported to the Executive Risk Committee.

Cyber security and awareness training programs are mandatory for all employees and are undertaken at least annually. IT policies regarding use of technology and social media are included in all employees' on-boarding programs and a training module provides additional policy awareness and affirmation for all existing staff.

Our websites contain privacy statements that outline why Healius needs personal information, what is done with it, and what a patient needs to do to make a complaint about a breach of the Australian Privacy Principles under the *Privacy Act 1988 (Cth)*. Following the Notifiable Data Breach scheme inclusion in the 2017 *Privacy Act* amendment, Healius implemented Notifiable Data Breach Handling procedures and communicated procedures to its staff for reporting potential privacy breaches to the Healius Privacy Officer.

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Our Customers (continued)

PATIENT FEEDBACK

Our customer feedback tool enables us to identify opportunities and problem areas in real-time, allowing us to address issues and implement operational improvements in a much timelier manner. Healius has maintained a Net Promoter Score of 80 in FY 2025 (FY 2024: 80).

Significant patient feedback and concerns, including complaints, are captured within Healius' incident management system and assigned to relevant team members for action and response. Our underlying philosophy is to empower patients by giving them multiple channels to provide feedback, and to empower our people by giving them the authority and the tools to resolve issues with patients. We encourage the resolution of complaints at the front line where possible, but also provide an escalation pathway where needed.

Patients are advised of their right to complain to external bodies such as the various state-based Healthcare Complaints Commissions or Health Ombudsmen. Feedback data including numbers and trends are reported to the Board through the Executive Risk Committee and the Risk Management Committee. Each division's senior management team is included in reporting so that they can address trends and take remedial action. Healius continues to work on broadening the focus of feedback and complaints to cover the entire patient journey with us.

Patient complaints

	FY 2025	FY 2024 ¹	FY 2023 ¹
Total patient complaints from continuing operations	536	385	458
Patient complaints per 100,000 patient services	2.9	2.1	2.5

At Healius, patients are at the core of our operations. In FY 2023, a feedback tool was implemented to systematically gather patient input, ensuring continuous improvement. Since its introduction, customer complaints have consistently remained below 0.01%. The Group remains dedicated to upholding high standards of patient satisfaction, with ongoing initiatives designed to maintain this metric at a consistently low level.

DATA PRIVACY AND INFORMATION SECURITY

Data privacy, confidentiality, integrity and availability of medical records is of utmost importance in healthcare. At Healius, we manage large volumes of personal health data in delivering diagnostic services to our referrers and patients. We understand that protecting the privacy of individual data and personal information is paramount.

We have an established Cyber Security Framework aligned to the Australian Cyber Security Centre (ACSC) Information Security Manual, with controls and processes in place to protect clinical and financial data within our systems. We work with intelligence provided by ACSC to continuously update our approach and to invest in strengthening our defences against unauthorised access. Healius' security program is founded on a process to Identify, Protect, Detect, Respond and Recover with respect to data management and security issues.

IDENTIFY

Programs have been established around identifying risks, prioritising controls, allocating adequate resources, and meeting regulatory obligations.

PROTECT

A comprehensive set of risk mitigation tools and processes to reduce the risk of succumbing to cyber-attacks, which includes (but is not limited to) firewalls, network segmentation, website security, user access controls, end point protection, data loss prevention, training and penetration testing.

DETECT

Healius' Security Operations Centre continuously monitors its IT systems and select Operational Technology (OT) assets.

RESPOND AND RECOVER

A Cyber Incident Response Plan has been developed for both IT and OT assets.

Healius' information security strategy is communicated to the Board, security risk management activities are reported to the Board Risk Committee, and information security metrics are reported to the Executive Risk Committee.

Security awareness

Cyber security and awareness training programs are mandatory for all employees and are undertaken at least annually. Training is tailored to relevant current topics such as how to handle sensitive medical information, and how to identify and respond to phishing emails. IT policies regarding use of technology and social media are included in all employees' on-boarding programs and a training module provides additional policy awareness and affirmation for all existing staff.

Privacy and data breaches

Our websites contain privacy statements that outline why Healius needs personal information, what is done with it, and what a patient needs to do to make a complaint about a breach of the Australian Privacy Principles under the *Privacy Act 1988 (Cth)*. Following the Notifiable Data Breach scheme inclusion in the 2017 *Privacy Act* amendment, Healius implemented Notifiable Data Breach Handling procedures and communicated procedures to its staff for reporting potential privacy breaches to the Healius Privacy Officer.

¹ Comparative amounts have been restated to exclude divested business metrics.

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Our People

Working at Healius

REMUNERATION

At Healius, we are committed to equitable remuneration. Our Group Remuneration Policy Statement outlines the core principles we follow to ensure we can attract and retain talent to deliver on business objectives and create value.

Across the Group we have a broad group of over 8,900 people working with us including independent healthcare professionals, scientists, laboratory assistants, other technical professionals, phlebotomists and courier drivers. Terms and conditions of their employment range from Modern Awards and Enterprise Agreements to Common Law contracts.

Our industrial instrument coverage, including Modern Awards and Enterprise Agreements (EA) across the Group, is shown below:

	FY 2025	FY 2024
People covered by an EA or Award	83%	87%
People not covered by EA or Award	17%	13%

Freedom of association

Healius respects and supports the rights of our people to join and participate in union activity connected with the workplace, noting that we have a broad number of unions that we engage with across our sites. We provide our people with access to Union information on site and abide by all associated obligations under the *Fair Work Act*.

Gender pay equity

We aim to provide compensation that focuses on an individual's role, classification, skills and experience, and is not gender biased. For those who are covered by an EA or Award, there is no gender bias in the pay rates as they are based on an individual's role.

For the remaining 17% of our workforce who are not covered by an EA or Award, we strive for gender pay equity and review this on an annual basis. When undertaking any remuneration activities, including appointment to roles, annual remuneration reviews and incentive payments, a gender lens is applied to ensure that any differences in remuneration are a result of functional specialty, performance and experience, and not related to gender.

Performance based pay

Healius uses fixed and variable remuneration (or a combination thereof) for distinct purposes. Fixed remuneration recognises the market relativity of a role, along with the skills and experience of the individual performing the role. Variable remuneration, which may include short-term and long-term incentive schemes, is used to recognise an individual's performance for the achievement of both specific short-term targets as well as strategic business objectives and long-term value creation.

RECOGNITION AND REWARD

Parental leave

At Healius, we aim to create an inclusive and supportive workplace that meets the diverse needs of our team members.

We recognise the importance of family and the flexibility that is often required in managing family responsibilities. To assist with the transition, where possible we accommodate adjustments to work patterns, changes to job functionality, or work schedules, with the intention of providing more flexible work options.

Healius' Parental Leave Policy provides Primary Carers with six weeks of paid leave and Secondary Carers with two weeks of paid leave, where either can be taken at half pay. We are committed to enhancing the policy over time and will consider other inclusions such as continuity of superannuation contributions for the duration of paid parental leave.

Approximately 98% of team members across the Group who took parental leave to June 2025, returned to work.

EMPLOYEES WHO RETURNED AFTER PARENTAL LEAVE	AVERAGE
FY 2025	98%
FY 2024	98%
FY 2023	98%
FY 2022	96%

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Our People (continued)

Benefits portal

At our core, the wellbeing of our people matters. At Healius, we offer a range of benefits that cater to individual needs and help our people thrive. Healius' benefits portal allows our people to access a variety of service offerings including:

- Discounts and rewards at leading retailers and service providers
- Discounted private health insurance through our corporate partner
- Access to vehicle novated leasing
- TELUS Health Employee Assistance Program
- Fitness Passport, a discounted workplace health and fitness program available to our people and their family members
- Wellbeing information and resources, including financial wellbeing and mental health tools

These benefits also help to better support our people to manage cost of living challenges and promote overall wellbeing.

DIVERSITY, EQUITY, INCLUSION AND BELONGING

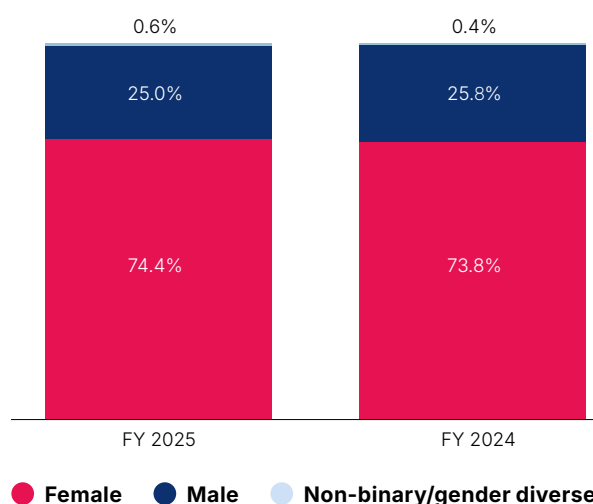
Healius is committed to supporting an inclusive environment that embraces all that makes us different and recognises the benefits that these differences make.

Our Diversity, Equity, Inclusion and Belonging Policy, recognises the importance of and commitment to building a workforce that reflects the diversity of the people and communities we serve, delivering responsive and culturally appropriate services, and that together we can create welcoming workplaces and teams where people can thrive.

Gender diversity

Healius remains committed to gender diversity and will continue to work towards our 40:40 ambition¹ across all levels of management. We recognise that more time may be needed to achieve this ambition, in light of the board and senior management changes during the year. To achieve this, Healius is looking at initiatives that will support further gender balance in our leadership roles, including ensuring gender balance in our talent identification and succession planning.

WORKFORCE COMPOSITION BY GENDER



FEMALE REPRESENTATION AT 30 JUNE	2025	2024 ²
Board of Directors	33%	29%
Executive Management Team	44%	33%
Other Executive/General Managers	38%	20%
Senior Managers	32%	46%
Other Managers	53%	60%

- Board of Directors and Executive Management Team is as per pages 20 to 25.
- Other Executive/General Managers are those general managers largely tasked with managing state operations, or functional responsibility, or a direct report of a functional Group Executive.
- Senior Managers are responsible for a function, department within a business unit or function, or outcome. They are more likely to be involved in a balance of strategic and operational aspects of management. Some decision making at this level would require approval from either of the two management levels above. They may also be responsible for managing a budget.
- Other Managers are those who plan, organise, direct, control and coordinate an operational function. They usually oversee day to day operations, working within and enforcing defined company parameters. These individuals implement, determine, monitor and review strategies, policies and plans to meet business needs relating to their own function/work area. An "Other Manager" is accountable for a defined business outcome which generally involves the management of resources that also includes time management, coordination of different functions of people, financial resources and other assets. Line managers are also included in this category.

¹ Healius has pledged its support for '40:40 Vision', an initiative led by superannuation fund HESTA. 40:40 Vision seeks to achieve gender balance – 40% women, 40% men and 20% any gender – across the senior leadership of all ASX200 companies by 2030.

² Comparative amounts have been restated to exclude divested business metrics.

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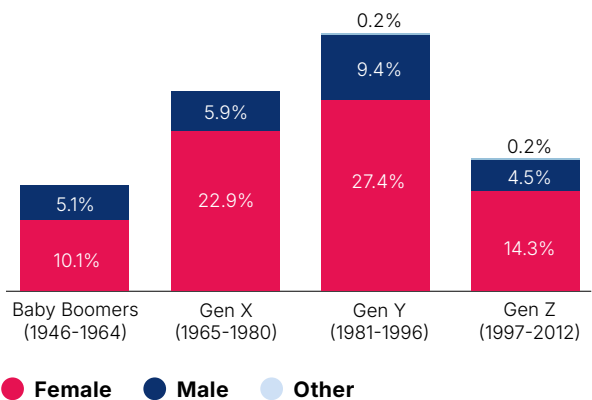
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Our People (continued)

Age diversity

Healius' workforce distribution comprises a well rounded age diversity, with a reasonable spread across the four generations. As expected, the majority of the workforce are from Gen X and Y, while employee numbers reduce for Baby Boomers as our people progress towards retirement. On the other end of the spectrum, we have lower employee numbers in Gen Z as they are still early in their careers with many working towards their qualifications.

GENERATIONAL DISTRIBUTION



TALENT AND SUCCESSION

Succession planning

Succession planning is essential to ensure continuity of critical roles within the company and that they are filled by people with the necessary skills, knowledge and experience to perform the role.

In FY 2025, Healius completed a comprehensive talent review of its people in management roles, a twice per year process focused on identifying and understanding its current talent portfolio. This informs the next phase of succession planning, which is centred on creating and providing development opportunities such as broadening staff exposure to other areas of the business and assuming greater responsibility within the company.

With the launch of our new Pathology operating model and leadership framework, our leadership program for selected enterprise leadership talent completed its first cohort in FY 2025. The succession planning process is integral to identifying talent pools for the broader leadership program, while there will also be targeted development opportunities.

Performance review and development framework

Our performance framework aims to align strategic plans with individual effort. Performance goals are clearly framed, together with leadership behavioural expectations. Our framework enables people to have regular and meaningful conversations with their managers, and to provide focus and clarity around individual performance. At Healius, we recognise that it is not one size fits all, and our framework is tailored to our three core organisational groups being clinical, clerical, and operational, to ensure it best meets the needs of our people leaders and managers.

We are focused on creating a work environment where people thrive, by ensuring they have the right tools, support and opportunities to bring out their best. Our performance framework aims to help our people develop, grow, reach and exceed their potential, creating a high performance culture where our people feel engaged and motivated.

CASE STUDY

Developing our Leaders with new development program

This year, Healius launched a new Leadership Development Program aimed at accelerating leadership capability across the business.

Bringing together 16 leaders from across functions, the four-to six-month program included immersive workshops, business simulations and group coaching all developed to strengthen leadership behaviours to better support teams as well as the delivery of Healius' T27 Plan.

Participants heard from CEO Paul Anderson and Group Executive, Customer & Commercial, Anthea Muir, who shared their own leadership journeys and insights on how to show up as leaders with Healius' customer at the heart of all work initiatives. Healius Chair, Kate McKenzie also took part, offering her perspective on executing the T27 Plan and the importance of values-led leadership in shaping a sustainable future.

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Our People (continued)

Learning and development

Management programs

Healius has a series of management development programs, such as Manager Onboarding, Manager Effectiveness Modules, and Playbooks. These have been developed to promote a consistent onboarding experience and to align with the expectations of people managers across the business. New managers will complete the New Manager Onboarding Pathway, a series of self-guided learning modules through our learning and development system. This is designed to introduce people managers to the basics of Healius' applications, systems, processes and policies and to assist them with their fundamental managerial tasks.

The next stage is the Manager Effectiveness Program, which aims to equip those in management roles with the essential tools needed to be an effective manager within our operating model. It comprises a combination of learning modules, frameworks, and tools used throughout the organisation and is a growing library of learning material with numerous modules and tools on offer.

Policy and awareness training

Healius is committed to raising awareness and maintaining knowledge in our people through targeted training across the Group. We have delivered a number of Group-wide programs aimed at increasing our baseline knowledge and awareness of key contemporary business topics such as:

- Healius Fair Treatment in the Workplace, which is designed to raise awareness of the obligations Healius employees have to work ethically and safely in our business.
- Standards of Behaviour and Conduct Policy training, to help people understand the relationship between our values and the expectations we have of our people.
- Cyber security, to ensure contemporary safety and security standards for the management of data and information as well as technology usage.
- Modern slavery, to increase awareness of ways in which we ensure our value chain does not participate, support or endorse any form of modern slavery.

WORKING SAFELY

As a leading healthcare provider, we remain committed to providing a safe and healthy workplace for our team members, patients, and customers. Our Workplace Health and Safety (WHS) Management System is continuously reviewed and enhanced to meet both regulatory obligations and operational needs. We measure our progress through a comprehensive set of lead and lag indicators, with results transparently reported and benchmarked against prior years.

	FY 2025	FY 2024	FY 2023
Number of WHS prosecutions	–	–	–
Number of sites subject to WHS Mini Audit	98	112	160
Number of sites subject to WHS Internal Audit	34	26	32
Compliance to Health & Safety Plan	94%	95%	93%
Compliance to Health & Safety Management System – Mini Audit	97%	95%	96%
Compliance to National Tool Version 3 ¹ – Internal Audit	88%	85%	94%
Lost time incidents (LTIFR) per million hours worked, excluding Covid	11.8	12.0	7.3

In FY 2025, we achieved strong results across several key compliance measures, while also identifying opportunities for improvement in audit coverage and incident reduction:

- **Audit performance:** 98 sites were subject to WHS Mini Audits, and 34 sites underwent Internal Audits. While Mini Audit figures represent a decrease compared with previous years, compliance levels remained robust. Mini Audit compliance reached 97%, and Internal Audit compliance against the National Tool Version 3 increased to 88%, reflecting targeted improvement initiatives.
- **Safety outcomes:** Our overall compliance with the Health & Safety Plan remained high at 94%. The Lost Time Injury Frequency Rate (LTIFR), improved slightly to 11.8 per million hours worked compared with 12.0 in FY 2024. This remains above FY 2023 levels, driven by ongoing slip-and-fall incidents at third-party premises. All incidents were thoroughly investigated, with corrective actions agreed in collaboration with site controllers.

¹ Compliance to National Tool Version 3 refers to the national standards a self-insured organisation is required to meet for workplace health and safety systems, as assessed through a structured audit tool aligned with Australian regulations and best practices.

Sustainability Report

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Our People (continued)

Our sustained high levels of compliance demonstrate the resilience of our WHS framework. The slight reduction in LTIFR highlights progress in injury prevention initiatives, although further effort is required to bring rates back in line with pre-Covid levels.

To address these risks and further strengthen our safety culture, in FY 2026 the WHS program will place strategic focus on three key initiatives:

- **Onsite regional audits:** Audit coverage will be expanded to include regional locations that have not received onsite audits in recent years, ensuring consistent oversight and closing risk gaps across our geographic footprint.
- **Psychological safety:** Enhanced risk management processes will be implemented to better identify better, monitor, and respond to psychological safety hazards, aligning with emerging regulatory expectations and workforce wellbeing priorities.
- **Targeted training:** An organisation-wide program of occupational violence and aggression (OVA) de-escalation training will be rolled out, equipping frontline staff with practical skills to reduce risk, improve confidence, and mitigate potential harm.

By maintaining this strategic focus, we aim to achieve stronger safety outcomes in FY 2026 and beyond, ensuring our workplaces remain safe, compliant, and aligned with our sustainability objectives.

Our team at Healius

EMPLOYMENT	FY 2025 ¹	FY 2024	FY 2023
Total team members in Australia	8,963	10,610	10,824
Women in workforce	6,669	7,941	7,938
Team members engaged in full-time employment	3,699	4,329	4,377
Team members engaged in part-time employment	4,525	5,329	5,173
Temporary team members and contractors engaged	739	952	1,274
Team members with more than 10 years of service	2,261	2,729	2,902
Annual turnover (voluntary) rate	17%	18%	22%
Team members that took parental leave during the year	370	453	428
Proportion of team members that returned after taking parental leave	98%	98%	98%
Lost time injuries per million hours worked (LTIFR), excluding COVID	11.8	12.0	7.3
Lost time injuries per million hours worked (LTIFR), including COVID	n/a	n/a	15.9
Fatalities	–	–	–

TURNOVER

Despite the consolidation of group and support functions, involuntary turnover has continued to reduce.

VOLUNTARY TURNOVER RATES	AVERAGE
FY 2025	17%
FY 2024	18%
FY 2023	22%

TURNOVER REASONS	2025	2024
Voluntary turnover ¹	17%	18%
Involuntary turnover		
Redundancy	1%	1%
Terminated	1%	3%
Other ²	1%	2%
Total involuntary turnover	3%	6%
Total turnover	20%	24%

1 Employee retirement is included as a part of voluntary turnover.

2 Other reasons for involuntary turnover include end of fixed term contract and death.

Sustainability Report

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Our People (continued)

EMPLOYMENT MIX

Casual and other types of employment

Healius is committed to offering permanent and long-term roles to the majority of our people and only uses contractors for project-based initiatives or to meet specialist skill sets.

During the year, there was an increase in casual employment to manage volume demand and rostering efficiency. In 2023 and prior, casuals were predominately used to manage surge capacity for COVID PCR testing.

For all types of employment, compensation is in line with comparable permanent employees.

CASUAL EMPLOYEES	GROUP AVERAGE
FY 2025	8%
FY 2024	5%
FY 2023	10%

Our Communities

Charitable partnerships

CHILDREN'S CANCER INSTITUTE

Childhood cancer kills three children every week in Australia, which is more than any other disease. For those that survive, approximately 70% of children will suffer from long-term side effects from their treatment. Healius has continued to support the Children's Cancer Institute, as we recognise the importance of good health in the earlier stages of life and its role in ensuring on-going well-being in the future. Aside from our fundraising activities, we provide specialist diagnostic services to cancer patients, and improve health outcomes through the delivery of clinical insights.

STREET SIDE MEDICS

People who experience homelessness are at a significantly higher risk of suffering from poor health outcomes, including higher morbidity and mortality, due to barriers that limit their access to healthcare. Street Side Medics (SSM) is a not-for-profit organisation that delivers free and mobile medical services to vulnerable populations, such as those experiencing homelessness in NSW.

Clinics are run from well-equipped vans with clinically qualified volunteers who give their time freely and are passionate about providing the best evidence-based healthcare to their patients. As a part of SSM's long-term commitment to their communities, they consistently deliver a clinic from the same location, at the same time, on the same day, every week.

In addition to financial support, SSM works closely with Laverty Pathology, and our front-line team helps provide free pathology testing services to sites across NSW.

CASE STUDY

Helping to put an end to childhood cancer

Healius is proud to be a major partner of Children's Cancer Institute and supporting them in their quest to end childhood cancer. In FY 2025, Healius supported CCA through direct donations and through fundraising initiatives.

CEO DARE TO CURE

In October 2024, Healius' leaders were proud to take part in CEO Dare to Cure, raising vital funds to help Children's Cancer Institute. The team faced tough challenges – including a daredevil jump, 3-hour bike ride, bone chilling ice baths, walking on fire and glass and getting up close with a huge python! Their efforts, along with the support of the Healius community, helped raise more than \$25,000 for critical children's cancer research. Healius matched this fundraising, bringing the total raised to \$50,000!

86K FOR A CURE

In March 2025, more than 40 people across Healius stepped up and out onto the footpath in March as part of Children's Cancer Institute's 86K for a Cure challenge, staying fit and raising more than \$13,000 to help find a cure for childhood cancer. Healius matched this fundraising, bringing the total raised to more than \$26,000!

Sustainability Report

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Our Communities (continued)

Respecting human rights and responsible sourcing

At Healius, we are committed to respecting all human rights, including the right to be free from slavery, exploitation, forced labour, forced marriage, debt bondage, domestic servitude, deceptive recruitment for labour, human trafficking, unlawful child labour, and any other form of illegal or unethical labour or human practices, with zero tolerance for modern slavery or abuses of human rights of any kind, whether direct or complicit.

Healius recognises that responsible sourcing is fundamental to ensuring a sustainable ecosystem for the products and services consumed within our operations. We have taken a risk-based approach in identifying, assessing and managing modern slavery risk within our supply chain, focusing initially on our Tier 1 suppliers and strategic partners. Healius' Procurement Policy in conjunction with our Supplier Code of Conduct forms the framework to ensure that our procurement activities are conducted commercially, ethically and sustainably, while we look to further embed this within our operations more broadly.

More information will be available in our 2025 Modern Slavery Statement.

University partnerships, medical student placements, and training and research activities

The Group is committed to supporting training, research and professional development. It hosts educational activities throughout Australia, in collaboration with:

- Educational entities,
- Public hospitals,
- Royal College of Pathologists of Australasia (RCPA), and
- State Health Educational Authorities.

Healius runs a range of registrar programs throughout the country in support of trainee pathologists. It also provides specialty training to assist with the attainment of fellowships of the RCPA. These programs are funded either by Healius or by medical colleges where Healius Pathology is the accredited trainer.

In memory of the late Dr Melody Caramins, who was Healius Pathology's National Director of Genetics, Healius Pathology provides an annual grant through the RCPA Foundation to support trainees and early career Fellows in broadening and enhancing their training and experience in Genetic Pathology.

United Nations Sustainable Development Goals

Healius has identified seven Sustainable Development Goals (SDGs) that best correspond to our priority sustainability focus areas, based on two primary criteria: areas where we can make the most significant positive contribution, and areas where we can minimise potential negative impacts arising from our current activities.

OUR POSITIVE IMPACTS

Where we can contribute the most



At Healius, our purpose is to provide care for health and wellbeing at every stage of life. Being a market leading healthcare company that strives to provide quality, accessible and affordable healthcare for all, "Good Health and Well-Being" and "Reduced Inequalities" are the goals where we can have the most beneficial impact and contribution to society.

Additionally, our people are core to the delivery and provision of healthcare services and an integral part of our value chain. We strive to create a working environment where they have the right tools, support and opportunities to bring out their best. This underscores our commitment to goals around "Gender Equality, Decent Work Environment, and Innovation".

OUR NEGATIVE IMPACTS

Where we want to minimise risk and our potential adverse effects



Our main risk areas relate to responsible consumption of resources and the associated environmental impact (predominately carbon emissions from fuel and energy consumption). To facilitate accessibility to healthcare services, it is necessary for Healius to operate a diverse property portfolio of collection centres and to manage a courier fleet of almost 1,000 vehicles to ensure specimens are collected and brought back to our laboratory for testing in a timely and secure manner. Currently, our fleet is primarily petrol-based and the main contributor of our Scope 1 carbon emissions. Healius aims to continue reducing the negative impact that this activity has on the environment through the continued conversion of fleet to hybrid vehicles.

Similarly, a key component is our consumption of energy (mainly electricity purchased from the grid) to ensure our facilities continue to run, and the primary contributor of our Scope 2 carbon emissions.

Responsible consumption often focuses on what we use and take into our operations, however the other aspect is the creation of waste by-products from those processes. At Healius, medical and clinical waste (a common by-product within the healthcare industry) is another focus area where we aim to reduce our negative impact.

Sustainability Report

for the year ended 30 June 2025

Our Communities (continued)

Risk management

CLINICAL QUALITY AND ACCREDITATION

At Healius, we believe quality underpins the delivery of clinical excellence in healthcare. All of our divisions operate under appropriate quality systems and processes and have Clinical Directors or appropriate managers who are responsible for ensuring clinical governance is maintained within their relevant businesses.

The Clinical Advisory Council which consists of the Chief Medical Officer, State Clinical Directors and Heads of Department, ensure stringent clinical quality standards are maintained. Similarly, Discipline Networks are attended by Senior Pathologists and Scientists to ensure quality standards are met.

All state-based pathology laboratory services are accredited by the National Association of Testing Authorities (NATA) and have a statement on quality and accreditation published on their relevant websites.

The Agilex Bioanalytical and Toxicology business operates under NATA accreditation (17025 and Good Laboratory Practice). The business also complies with global Food and Drug Administration and European Medicines Agency requirements.

ETHICAL STANDARDS

Our healthcare professionals

Our pathologists operate within a robust framework of ethical standards, shaped by both professional organisations and national regulatory authorities. These include:

- **Professional Guidelines:** Standards from the Royal College of Pathologists of Australasia (RCPA) which promote scientific integrity, compassion, confidentiality, and fairness.
- **Regulatory Codes:** The Medical Board of Australia's Code of Conduct to ensure safe and effective patient care, professionalism, collaboration, and adherence to research ethics and safety protocols.
- **National Directives:** Guidance from the National Health and Medical Research Council (NHMRC) and the National Pathology Accreditation Advisory Council (NPAAC) to govern ethical research practices, laboratory accreditation, privacy protection, and informed consent.

Animal testing

The Agilex Biolabs Toxicology facility in Brisbane performs rodent studies through the pre-clinical phase of pharmacological drug development. It is not involved with any cosmetic drug development. All studies are approved by a registered, external and independent Animal Ethics Committee, which has:

- Animal Welfare representatives ensuring animal treatment and all animal handling procedures are global best practice, and
- pharmacologist input on the appropriateness of the species suggested, which species are required, or indeed if the study serves any scientific benefit as there is no previously available global data that has answered the hypothesis.

There is currently no in-vitro substitute to running these pre-clinical studies through animal models. However, Agilex is looking at opportunities to partner in the CSIRO's investigation into the use of artificial tissue and its potential to eliminate animal testing in future clinical tests.

Where Agilex Biolabs is unable to carry out a test on rodents, it has a partner in the USA who performs studies on other animals. This partner is accredited under the American Association for Laboratory Animal Science which promotes the humane treatment of animals in science through voluntary accreditation and assessment programs.

TAX TRANSPARENCY

The voluntary Tax Transparency Code (TTC) is a set of principles and minimum standards developed by the Board of Taxation, which is designed to encourage greater transparency by the corporate sector and enhance the community's understanding of corporate compliance with Australia's tax laws.

Refer to pages 106 to 108 for Healius' FY 2025 Tax Transparency Report.

Sustainability Report

for the year ended 30 June 2025

Progressing our sustainability reporting

Our FY 2025 Sustainability Report captures the progress made in the current financial year on our five priority focus areas and sustainability roadmaps, which are aligned with the United Nations Sustainability Development Goals (SDGs) reporting framework.

Our priority focus areas:



**OUR
CUSTOMERS**



**OUR
PLANET**



**OUR
PEOPLE**



**OUR
COMMUNITIES**



**OUR
SHAREHOLDERS**

Healius remains committed to advancing sustainability related disclosure, in particular its alignment with the upcoming mandatory Australian Accounting Standards Board (AASB) S2 – *Climate-related financial disclosures*. Over the next twelve months, sustainability reporting will be further updated to fully conform with the new disclosure framework and applicable requirements, including obtaining external assurance for key sustainability disclosures.



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