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31 October 2023

Company Announcements Office  
ASX Limited  
20 Bridge Street  
SYDNEY NSW 2000

## Presentation to investors on sustainability

To the Company Announcement Office,

The attached presentation will be delivered by nib holdings limited (nib) to investors at a group briefing hosted by Jarden today.

To find out more about sustainability at nib, visit the sustainability page of our shareholder website [nib.com.au/sustainability](http://nib.com.au/sustainability)

Yours faithfully,

A handwritten signature in black ink, appearing to be 'Roslyn Toms', written over a horizontal line.

**Roslyn Toms**  
Company Secretary

For further information, please contact:

**Amber Jackson**  
Head of Investor Relations

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This announcement has been authorised for release by Roslyn Toms, nib Company Secretary.

# Sustainability at nib

31 October 2023



# Disclaimer

The material in this presentation is a summary of the 2023 Sustainability Report and 2023 Climate-Related Disclosure of nib holdings limited (nib) for the 12 months ended 30 June 2023 and/or its related bodies corporate. The material also contains an update on nib's sustainability activities and is current as at the date of preparation, being 31 October 2023. Further details are provided in nib's 2023 Sustainability Report and 2023 Climate-Related Disclosure released to ASX on 29 September 2023. The information is given in summary form and does not purport to be complete. It is intended to be considered in conjunction with the verbal presentation delivered on the date of this presentation and nib's other periodic and continuous disclosure announcements lodged with the ASX or released on nib's website.

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In particular, readers are cautioned not to place undue reliance on forward-looking statements, particularly in light of current economic uncertainties, disruption caused by the ongoing impacts of the COVID-19 pandemic in addition to the conflict in Ukraine, Middle East and geo-political uncertainty. nib is under no obligation to update any of the forward-looking statements contained within this presentation, subject to applicable disclosure requirements.

## **No advice**

This presentation provides information in summary form only and is not intended to be complete. It is not intended to be relied upon as advice to investors or potential investors and does not take into account the investment objectives, financial situation or needs of any particular investor.

## **Basis of preparation**

Due care and consideration should be undertaken when considering and analysing nib's sustainability metrics.

## **No liability**

To the maximum extent permitted by law, neither nib nor its related corporations, Directors, officers, employees or agents, nor any other person, accepts any liability (direct, indirect or consequential) including, without limitation, any liability arising from fault or negligence, for any loss whatsoever arising from the use of this presentation or its contents or otherwise arising in connection with it (whether foreseeable or not).

This presentation should be read in conjunction with other publicly available material. Further information including historical results and a description of the activities of nib is available on our website: [nib.com.au/shareholders](https://nib.com.au/shareholders)



nib acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and pays respect to Elders past and present across all the lands on which we operate.

We acknowledge the rich and meaningful contribution they make to life and culture in Australia, and we aim to be a partner in improving the quality of life and health of Aboriginal and Torres Strait Islander peoples.

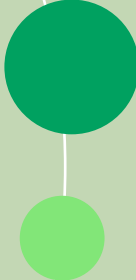


Image: nib Innovate Reconciliation Action Plan artwork 'The Beginning' by Michelle Kerrin, descendant of the Arrernte and Luritja clan groups from the Northern Territory, born and raised on the lands of the Larrakia people.



# Roslyn Toms

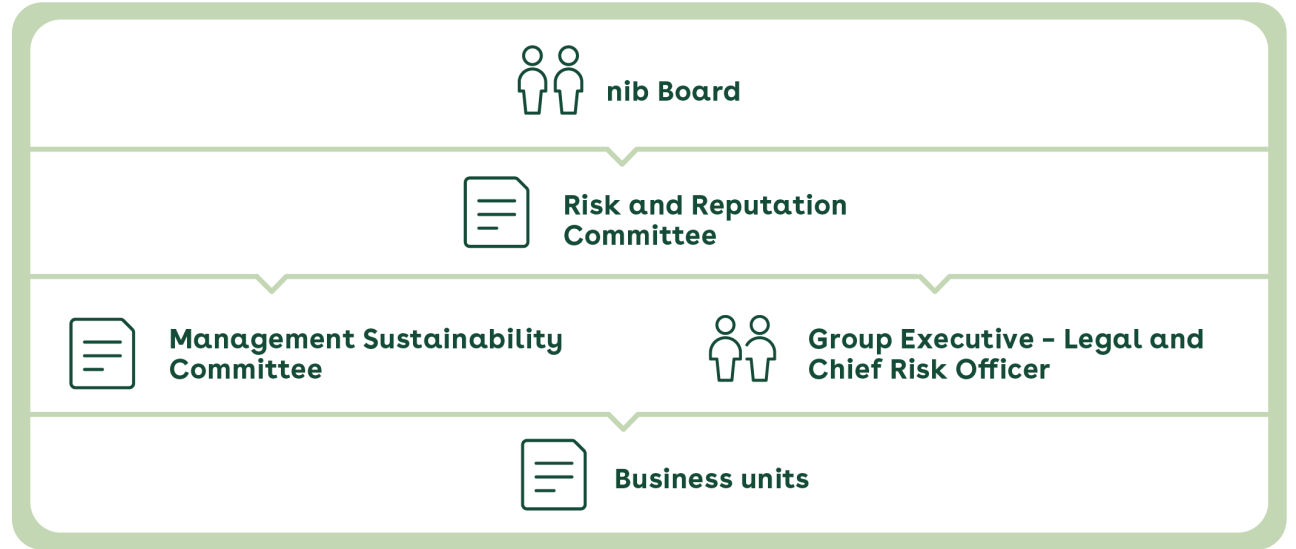
Group Executive Legal  
& Chief Risk Officer



# Our approach to sustainability



## Sustainability governance structure



## Our initiatives are mapped against the United Nations Sustainable Development Goals:

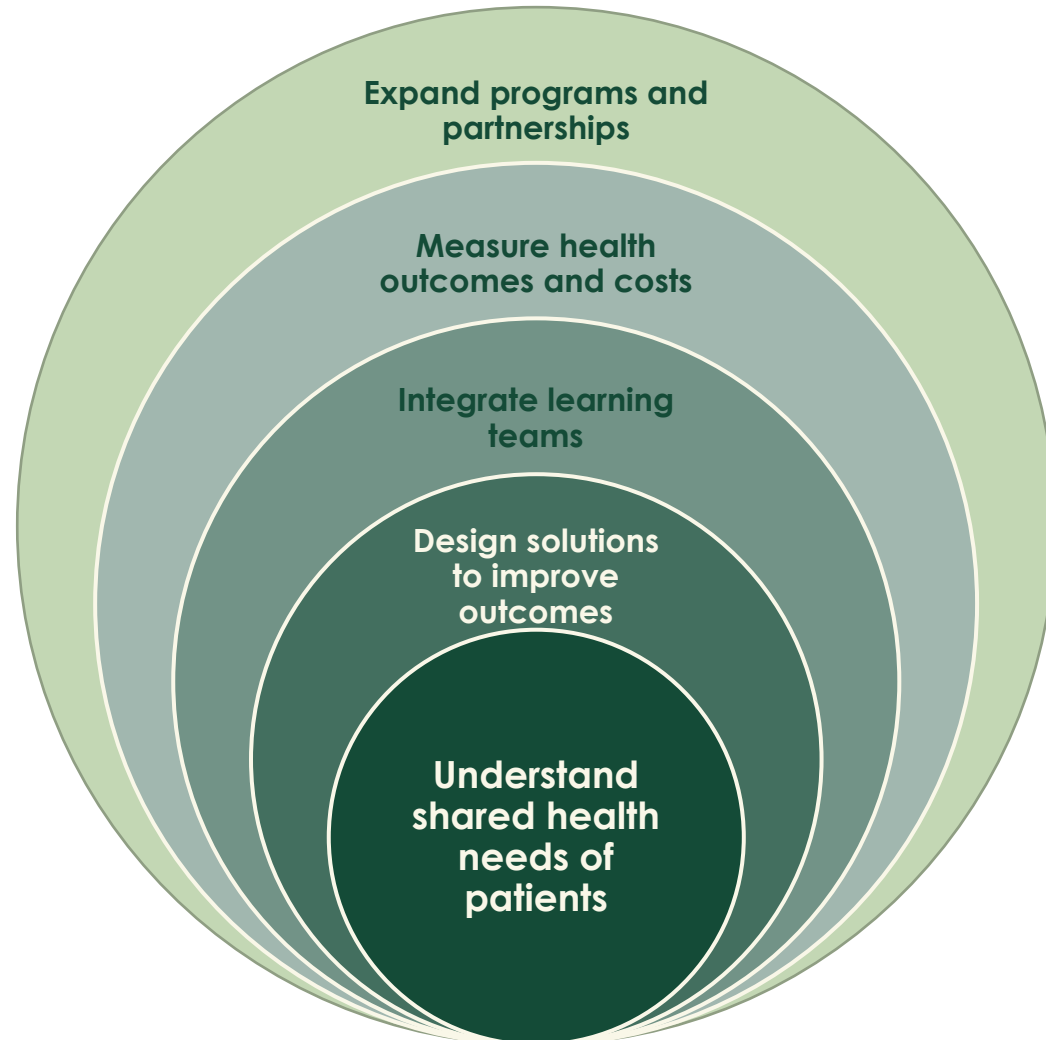


**Robert McGrath**  
Group Chief Medical Officer





# Value based healthcare framework



- Primary care strategy
- Primary health partnerships
- Care navigation pathway

- Outcome & purpose measures

- Group level coordination

- Health management strategy
  - products
  - programs
  - providers

- Health data strategy & analytics
- Health check survey
- Claims data





# Health and wellbeing services & outcomes

“As more and more companies adopt a purpose-driven strategy, one of the key questions that needs to be addressed is how to measure the return on investment from a purpose-driven initiative.”

The Power of Purpose (Forbes 2019)

## Porter & Teisberg Value Equation

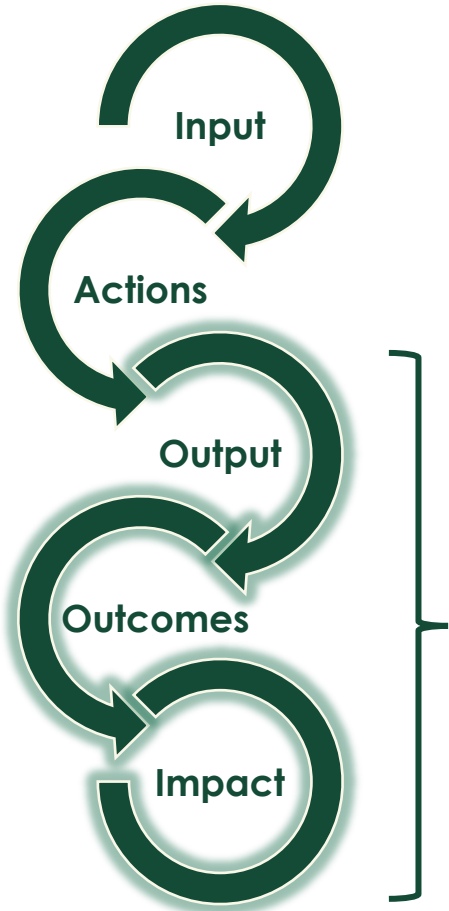
$$\text{Value} = \frac{\text{Outcomes (ROI) across the quintuple aim of healthcare} \quad \text{🏥} \quad \text{🏠}}{\text{Cost of achieving those outcomes} \quad \text{🏷️}}$$





# Purpose measures | impact value chain

We have developed five purpose measures to complement our business performance measures and monitor our progress towards our purpose.



## Healthier members



Engagement with health & wellbeing services



Health & wellbeing services outcomes



Prevalence of chronic conditions



Hospital admissions



Health & wellbeing score



Population health

# Purpose measures FY23



**Engagement with health & wellbeing services<sup>1</sup>**

**87,000+**

member interactions with 54 active health & wellbeing services, increased from 49,000 in FY22.



**Health & wellbeing services outcomes<sup>2</sup>**

**57%**

of participants on the Hospital Support Program who achieved the target program goal.



**Rate of chronic conditions<sup>3</sup>**

**237**

We monitor prevalence and type of chronic conditions to target our health management programs and measure impact.



**Hospital admission rate<sup>4</sup>**

**235**

We monitor hospital admission rate and type to target and measure the impact of our Health & Wellbeing Services.



**Health & wellbeing score<sup>5</sup>**

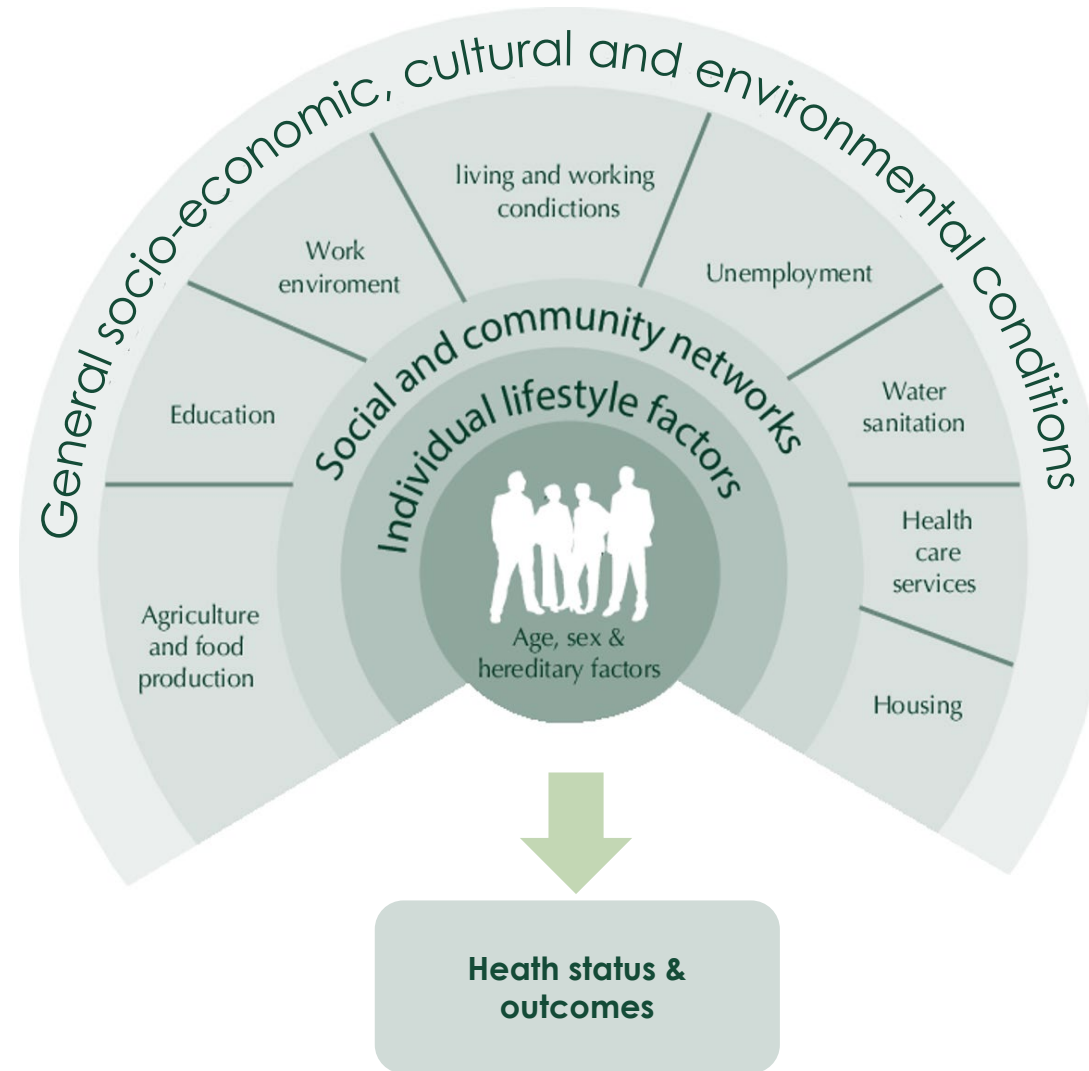
**535**

average score of 14,000+ members who participated. Increase from 520 in FY22.

1. Health & Wellbeing Services are categorised by intervention intensity into: Hospital Substitution Program, Health Management Program, General Wellbeing Program, and Health Checks.
2. % of total Hospital Support Program participants who achieved the target program goal of an addressed gap in expected care.
3. Per 1000 members includes arhi, GU, ishi, iwih, identified from health surveys and claims data. With enhanced nib member representation, we anticipate a rise toward the ABS Benchmark: 466 individuals with at least one major chronic disease per 1000. (Source: ABS, 2022a)
4. Per 1000 members, includes arhi, GU, ishi, iwih.
5. Calculated using the Dacadoo health score, represents the average score of nib members who have participated. Scores range from 1-1000, with higher scores indicating better health.



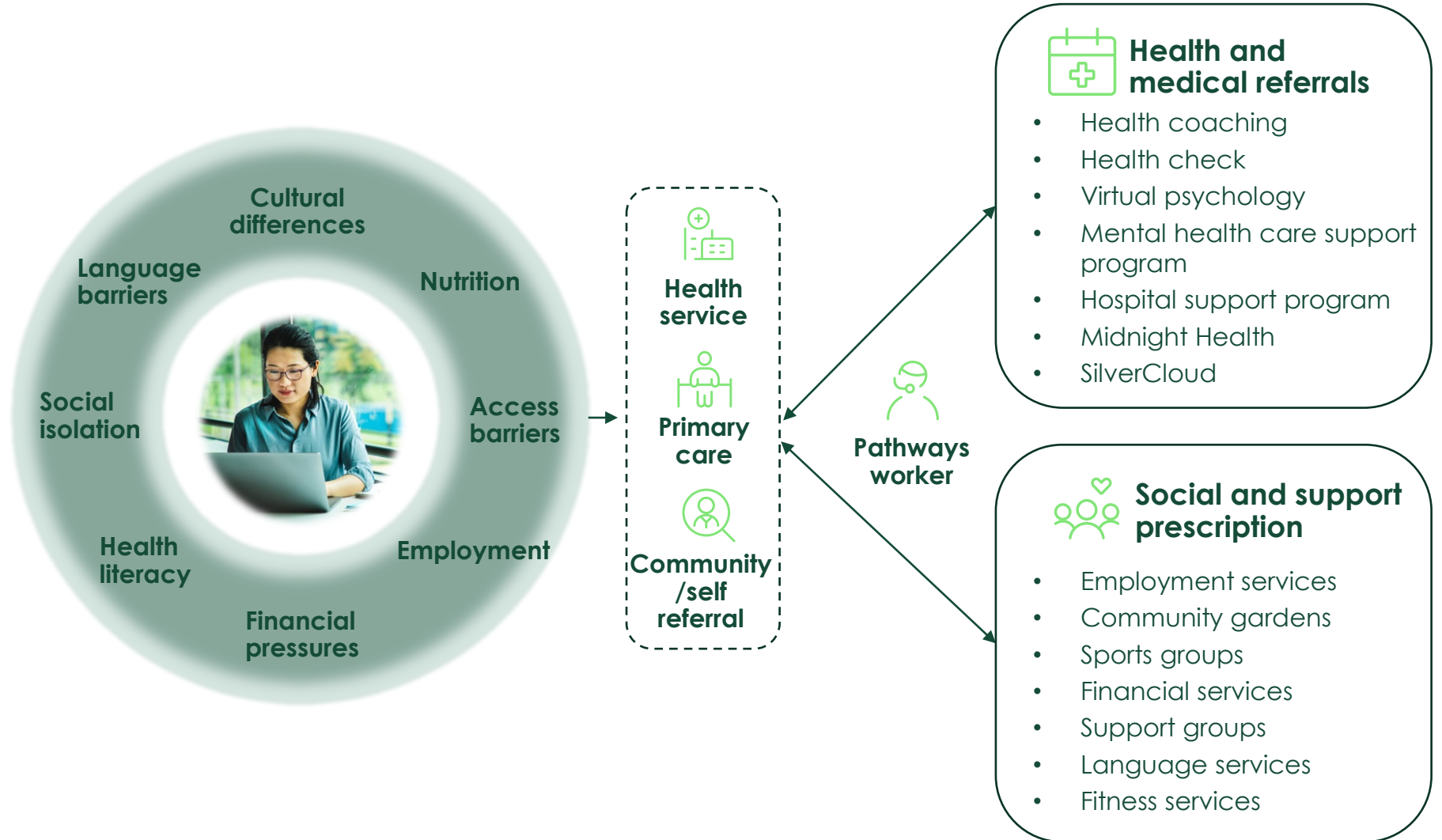
# Social determinants of health





# Pathways program - Care Navigation

- Focus on population health → improved health outcomes for key communities
- Understanding that health is more than biomedical issues
- Addressing psychosocial needs such as loneliness, isolation, employment
- Built around individual goals and needs





# Case study: Jim

Where does Jim begin in his journey with the Pathways program?

## Meet, Jim



**Age:** 45yo

**Marital status:** Married with 2 kids

**Employment:** Unemployed

**Health:** Overweight, diabetes

**Addictions:** Enjoys a beer (or 2)

**Home life:** Increasing arguments with his wife and kids

## Jim's story

Jim is unhealthy, depressed and unmotivated.

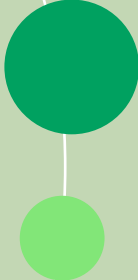
He is unemployed after the farm he worked on was sold and, because he didn't complete high school, he lacks confidence in applying for new roles.

This means there is an increase in household arguments, making the situation worse.

After chatting with a worker one day when picking up the kids, he is referred to Pathways program by the Local District Children's Services.

# Roslyn Toms

Group Executive Legal  
& Chief Risk Officer





# People, culture & employment

## Our people\*

**1,888** employees

**5** countries

**Executives**  
**22%** female **78%** male

**Business Unit Heads**  
**44%** female **56%** male

**Manager/Team Leaders**  
**64%** female **36%** male

## Our activity

**Diversity, Equity & Inclusion Action Plan**

**'Life at nib' strategy**

**Employee Value Proposition**

**Employee Wellbeing Program**

**Work Health & Safety practices**

**Learning & Development initiatives**

## Our outcomes

**81%** employee engagement score

**83%** believe that at nib, everyone can succeed to their full potential

**77%** employee wellbeing score

**93%** feel they are treated with respect

**82%** employee inclusion score

**85%** Feel they can be themselves at work

**2.75%<sup>^</sup>** gender pay equity gap

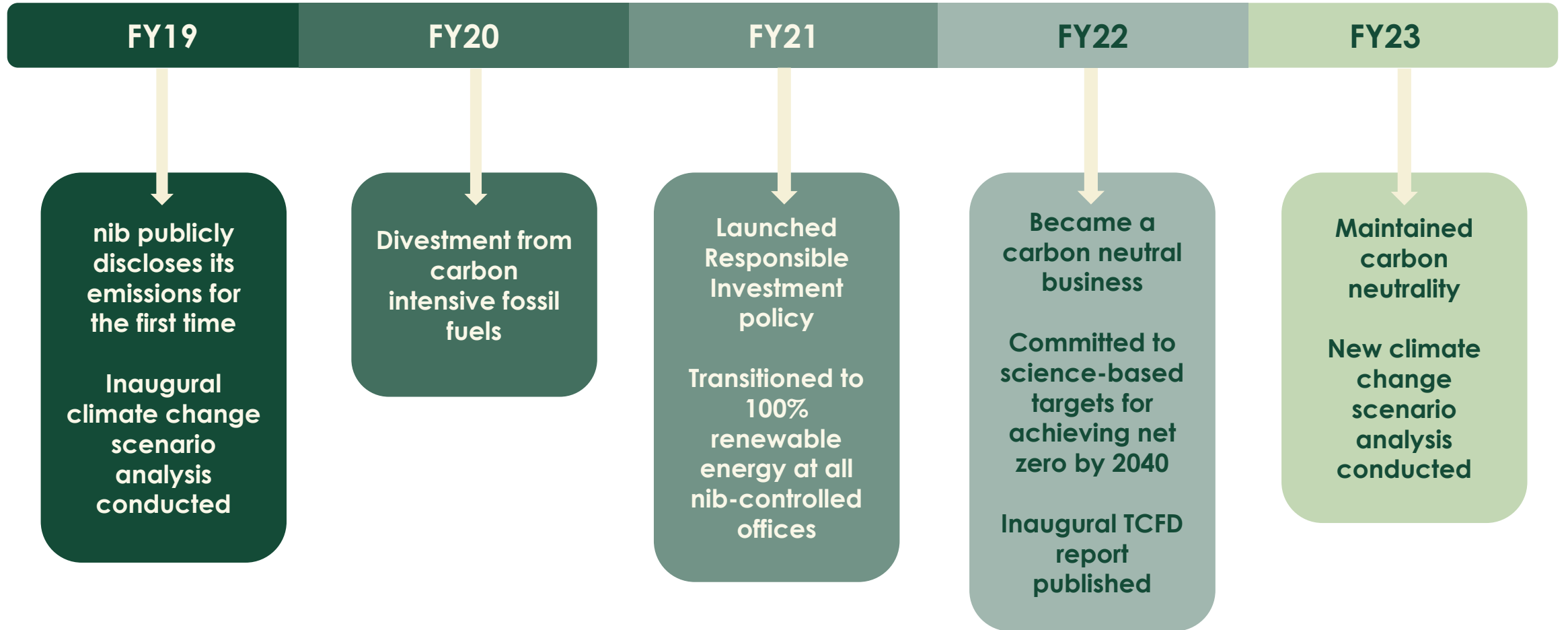
\* nib has a mechanism available for employees to identify as gender-diverse.

<sup>^</sup> Gender pay equity reflects the difference between how women and men are paid for similar roles outside of nib. This measure is calculated by comparing the base salary for each employee to an external market reference point and averaging the results for women and men to determine the gender pay equity percentage. The gender pay equity analysis excludes the MD/CEO, Non-Executive Directors, Executives and casual employees.





# Our climate journey





# FY23 climate change scenario analysis

We're proactively exploring the implications climate change may have on our business now and in the future.

## Physical



Heat waves



Drought



Flooding



Bushfires



Sea level rise

Scenarios: SSP2-4.5 (2.7°C by 2100), SSP5-8.5 (4.4°C by 2100)

## Transition



Policy



Technology



Stakeholder sentiment



Macroeconomic developments

Scenario: SSP1-2.6 (limit warming to below 2°C)

## Climate-related risks and opportunities

Climate change's impact on health

Chronic and compounding climate change impacts putting strain on our health system

Climate transition increasing the cost of travel

Transition creating opportunities for green investment

Climate events impacting travel claims

Climate uncertainty and events impact on mental health

Changing customer sentiment bringing new opportunities

Opportunities to partner to support health system efficiency





# Leadership & governance

We strongly believe in the importance of having the highest standards of ethical practice, good governance, risk management, data management and security in business and public institutions.

## FY23 highlights



**Sustainability targets linked to Executive STI**



**34 modern slavery continuous improvement plans completed by suppliers**



**Signatory of UN Global Impact**



**Maturity of our Data Governance Framework**



# Community, spirit & cohesion

## Prevention Partnerships

### The problem

**47%**

of Aussies have at least one chronic disease

**81%**

of health loss from early death, illness or disability in New Zealand is caused by chronic illness

**19%**

have two or more chronic diseases

### What we're doing

nib foundation invested \$1 million in digital health programs that empower Aussie and Kiwi youth and young adults to live healthier lives

### Our reach

**254,927**

people accessed programs that build health literacy and reduce the health risks that contribute most to chronic disease, including:



Alcohol use



Smoking & vaping



Nutrition



Mental health



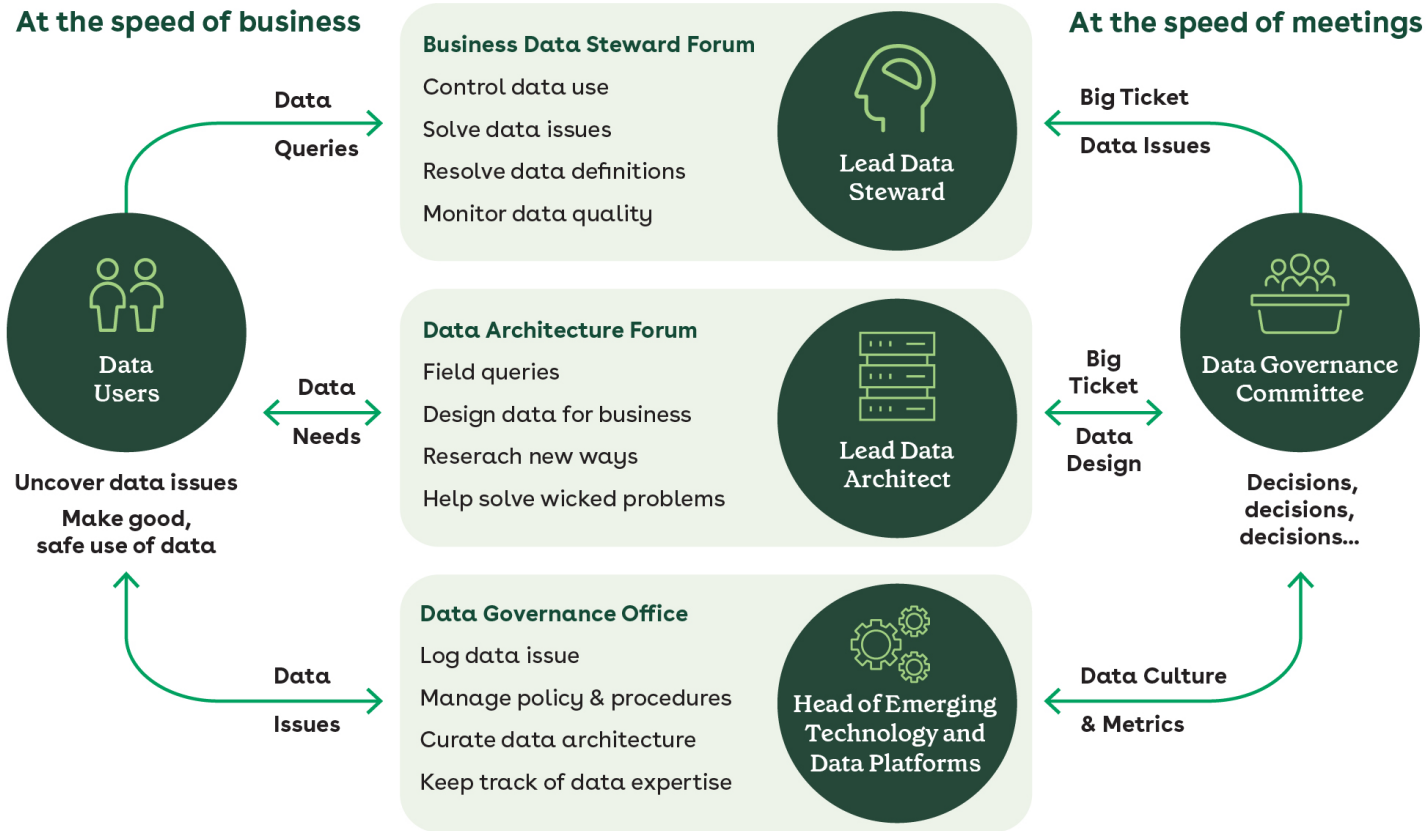
Physical activity



Sleep



# Data governance operating model



- Creates clear boundaries of responsibility for oversight and executive action
- Provides an efficient mechanism for administration, ensuring data governance is operationally maintained
- Drives effective decision making and responsibility is assigned to the lowest risk-appropriate level



# Community, spirit & cohesion

Building on our partnership with Hello Sunday Morning, which started with the development of its Daybreak app in 2015, we've continued to support people to change their relationship with alcohol.

- nib foundation supported Hello Sunday Morning to develop its Alcohol and Wellbeing Self-Assessment (A&WS) tool
- Hello Sunday Morning and the A&WS tool are now recommended for members who report levels of drinking that exceed recommended Australian guidelines when completing nib's HealthCheck

## The results



### Alcohol and Wellbeing Self-Assessment tool

- 23,000+ people completed the A&WS tool during FY23
- 9% of users were nib members

### After 8 weeks using the Daybreak app

- 53% of users reduced their alcohol consumption
- 41% of users reduced their psychological stress



# Community, spirit & cohesion






nib foundation's Aboriginal Health Partnerships, partner closely with Aboriginal and Torres Strait Islander-led community organisations that support better health and wellbeing outcomes for First Nations communities

A highlight this year was the continuation of our partnership with the National Centre of Indigenous Excellence (NCIE). With nib foundation's funding, NCIE hosted its first Young, Fit and Deadly school holiday program for over 40 First Nations youth

The program is designed to promote health and wellbeing among Aboriginal and Torres Strait Islander youth through physical activities and cultural education



# Sustainability – FY24 targets and future focus

<b>Population Health</b> 	42,000 members participating in a general health interaction across the Group	20,000 members enrolled in health management programs across the Group	28,000 health assessments or screens undertaken by nib members	Launch care navigation pathway in Bourke, NSW
<b>Natural Environment</b> 	Introduce one new mechanism designed to improve environmental performance of suppliers	Develop a Climate Action and Resilience Plan	Maintain carbon neutral certification	Maintain Scope 1 and 2 emissions and 2.5% reduction in Scope 3 emissions
<b>People, Culture &amp; Employment</b> 	Maintain 40/40/20 gender mix in Board, Executive, heads of business units, team leader and manager positions	Employee engagement score of 79% or greater	100% of FY24 Diversity, Equity and Inclusion Action Plan deliverables achieved	Provide three career pathway programs for people early in career to join nib
<b>Community Spirit &amp; Cohesion</b> 	1,520 employee volunteering hours	250,000 people reached via nib foundation's prevention partnerships	100% of all FY24 Innovate RAP deliverables achieved	20% of our sponsorship funding directly invested in diversity and inclusion initiatives
<b>Leadership &amp; Governance</b> 	Complete modern slavery continuous improvement plans with at least 40 suppliers	Develop a targeted modern slavery response for a high-risk category	Complete an ESG materiality assessment	Maintain and evolve nib's Information Security Management System (ISMS) to meet ISO/IEC 27001:2022 certification requirements



# Questions and answers



# Appendix

# Key links

**nib shareholder website**

[nib.com.au/shareholders](https://nib.com.au/shareholders)

**nib sustainability page**

[nib.com.au/sustainability](https://nib.com.au/sustainability)

**nib sustainability reports**

[2023 Sustainability Report](#)

[2023 Climate-Related Disclosures Report](#)

[2023 Community Report](#)

[2023 Climate Active Carbon Neutral Certificate](#)