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## FY23 Environment, Social and Governance (ESG) Report

10 November 2023

Integral Diagnostics Limited (ASX:IDX) attaches its FY23 ESG Report.

### For further details contact

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Authorised for lodgement by the Integral Diagnostics Board of Directors.

About IDX:

*Integral Diagnostics (IDX) is a leading provider of medical imaging services across Australia and New Zealand. IDX employs some of Australasia's leading radiologists and diagnostic imaging specialists in a unique medical leadership model that ensures quality patient care, service and access. Good medicine is good business. For more information, please visit [www.integraldiagnostics.com.au/](http://www.integraldiagnostics.com.au/).*



Environment  
Social &  
Governance  
Report  
2023



## Acknowledgement of Country

Integral Diagnostics (IDX) acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. We proudly recognise Elders past, present and emerging as the Traditional Owners of the lands on which we work and live.

We're committed to supporting Indigenous self-determination and envision a future where all Australians embrace Aboriginal and Torres Strait Islander histories, cultures and rights as a central part of our Australian identity.

IDX recognises the status of Māori as Tangata Whenua and embraces the guiding Principles of Te Tiriti o Waitangi.

We seek to grow our understanding of Kaupapa Māori, Tikanga Māori and Te Ao Māori in order to uphold our Te Tiriti responsibilities.





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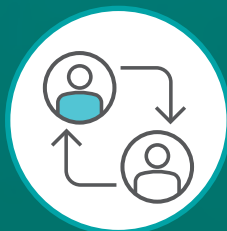
**2.5M+**  
**Examinations**

Conducted by IDX Group



**1.04M+**  
**Patients**

Visited our clinics



**54K+**  
**Referrers**

Trusted us



**248**  
**Radiologists**

Report on our Examinations



**2,010+**  
**Employees**

Put our Patients First







**IDX**  
**Carbon Emmissions**  
Approved Strategy



**84+**  
**Everyone Counts**  
IDX patient NPS score from more than 12.2K responses



**IDX**  
**Mental Health**  
Training



**IDX**  
**Sexual Harassment**  
Training



**76%**  
**Female Workforce**  
Put our Patients First



## A MESSAGE FROM OUR CHAIR AND CEO



**We are pleased to present our 2023 (FY23) ESG Report, demonstrating our ongoing commitment to sustainability reporting, with reference to the Global Reporting Initiative (GRI) Standards.**

Integral Diagnostics (IDX) is proud to be a specialist healthcare company dedicated to diagnostic imaging. Diagnostic imaging is the branch of medicine that utilises a range of non-invasive imaging technology to create images of bones, tissues and organs within the human body in order to diagnose and treat illness and injury.

With a network of clinics and comprehensive sites across Australia and New Zealand, it is vital that we maintain clear visibility on the impact we have on the communities and environments in which we operate, to demonstrate our commitment to creating a healthier world.

IDX is committed to the creation of both financial and non-financial value for its stakeholders, including our patients, referrers, employees, investors, regulators, suppliers and the wider community. Achieving a continuous, positive impact for each of these stakeholders is vital for the long-term sustainability of the organisation.

### Governance

The Board has responsibility for the governance, approval and oversight of our ESG Strategy and is responsible for the approval of this Report. ESG is integrated within the responsibilities of the Board's Audit, Risk and Compliance Committee (ARCC) and the Board's People Culture and Remuneration Committee (PCRC). A dedicated ESG Committee, comprising Executive, Senior Management and operational team members, develops our ESG approach with oversight from the ARCC and Board.

### Strategy

During the current period we have cemented and extended our strategy developed in FY21, and sought to consolidate our ongoing commitments. We continue to drive performance across ESG areas (see FY23 highlights) and have taken significant steps forward in implementing our ESG Strategy, with the development of a carbon emissions strategy. Developed by IDX's ESG Committee, the ESG Strategy gives us a formal roadmap for addressing key areas of importance, developing associated targets and identifying opportunities for the period FY22-FY26.

As we look forward to FY24 we will review the incoming reporting standards as published by the International Sustainability Standards Board (ISSB) in June 2023 and seek to understand how we can include these requirements into our 2024 ESG report.

### Highlights

This year we have focused on developing and implementing our strategy, as well as highlighting the status of significant ESG areas for IDX.

The following is a snapshot of key highlights of the ESG Report, the outcome of our people's commitment to create a healthier world in line with our vision, purpose and values.

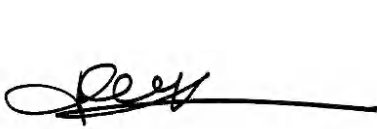
In FY23 IDX:

- cemented and implemented our ESG Strategy, which aligns with the United Nation's Sustainable Development Goals (SDGs);
- developed a carbon emissions strategy that incorporates ongoing commitment in reductions of Scope 1, 2 and 3 emissions;

- completed and submitted our third Modern Slavery Report;
- continued to work on waste reduction throughout the organisation aligned to our Operational Waste Management Plan;
- continued reporting with reference to the Global Reporting Initiative (GRI) Foundation Standard;
- served over one million patients, performed over two million examinations and engaged with 54,000 referrers;
- conducted a cyber attack simulation exercise;
- developed a Performance and Development Framework;
- extended our Leadership Development Strategy;
- conducted Sexual Harassment Awareness training for our Leadership group; and
- conducted Mental Health First Aid training for our wider teams.

The Scorecard in this Report details our ESG performance against specified key categories for FY23.

We look forward to your feedback on our ESG Report.



**Helen Kurincic**

Chair

10th November 2023



**Dr Ian Kadish**

Managing Director &  
Chief Executive Officer





## ABOUT US

1967

The practice that would become South Coast Radiology is established

2002

Lake Imaging established in Ballarat, VIC

2007

Darling Downs and Mackay Radiology  
Sunshine Coast Radiology practices opened

2011

Lake Imaging acquired Western Medical Imaging

2012

Lake Imaging acquired Ballarat MRI

2014

Lake Imaging merged with South Coast Radiology in QLD and Integral Diagnostics was formed

Acquired 60% of Global Diagnostics in WA

2015

Acquired remainder of Global Diagnostics in WA

Integral Diagnostics successfully listed on the ASX

2018

Announced acquisition of Geelong Medical Imaging

Announced acquisition of Specialist Radiology Group, Trinity MRI and Cavendish Radiology in Auckland, NZ

2019

Acquired Imaging Queensland

2020

IDXt established - Specialist overflow and after hours teleradiology provider

Integral Diagnostics has been included in the ASX Top 300

Acquired Ascot Radiology, NZ

2021

Acquired The X-Ray Group, NSW & VIC

2022

Acquired Horizon Radiology, NZ

Acquired Peloton Radiology Group, QLD







## ABOUT US

### Who We Are

Integral Diagnostics (IDX) is a healthcare group providing diagnostic imaging services to patients and referrers, including general practitioners, medical specialists and allied health professionals across Australia and New Zealand.

We provide our services through a network of clinics, including multiple comprehensive sites, and operate under various brands in different geographic areas.

In FY23 we engaged with 54,000 referrers and served 1.04 million patients. IDX is further supported by our internally developed teleradiology service – ID Xt, which provides 24/7 after-hours emergency reporting in addition to overflow reporting services.

ID Xt reporting services are available to external radiology practices and health organisations.

Our combined corporate group is one of the largest radiology providers across Australia and New Zealand. Our team of over 2,010 radiologists and qualified technical, nursing and support staff is committed to providing the highest level of diagnostic imaging and patient care.

### Services We Offer

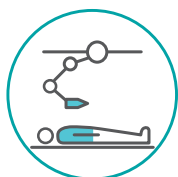
IDX offers specialist diagnostic imaging to patients throughout Australia and New Zealand.

Diagnostic imaging is the branch of medicine that uses non-invasive imaging technology to create images of bones, tissue and organs within the human body. These images are interpreted by a radiologist or nuclear medicine physician to identify or monitor diseases or injuries. The findings are then included in a written report to the referring doctor.

Imaging methods are also used to help radiologists perform procedures such as biopsies, fine needle aspirations and image-guided interventions, a subspecialty known as interventional radiology.

The images produced by diagnostic imaging are a critical tool for referrers in reaching a diagnosis and deciding on the most efficient and effective form of treatment for patients. In this way, appropriate use of diagnostic imaging can significantly enhance medical outcomes for patients, while at the same time reducing the overall cost of healthcare.

### Diagnostic imaging technologies include:



xray



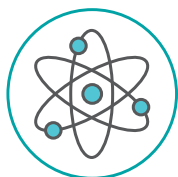
ultrasound



ct



mammography



nuclear  
medicine



bone mineral  
densitometry



mri



eos imaging  
system



interventional  
radiology



fluroscopy



pet/ct



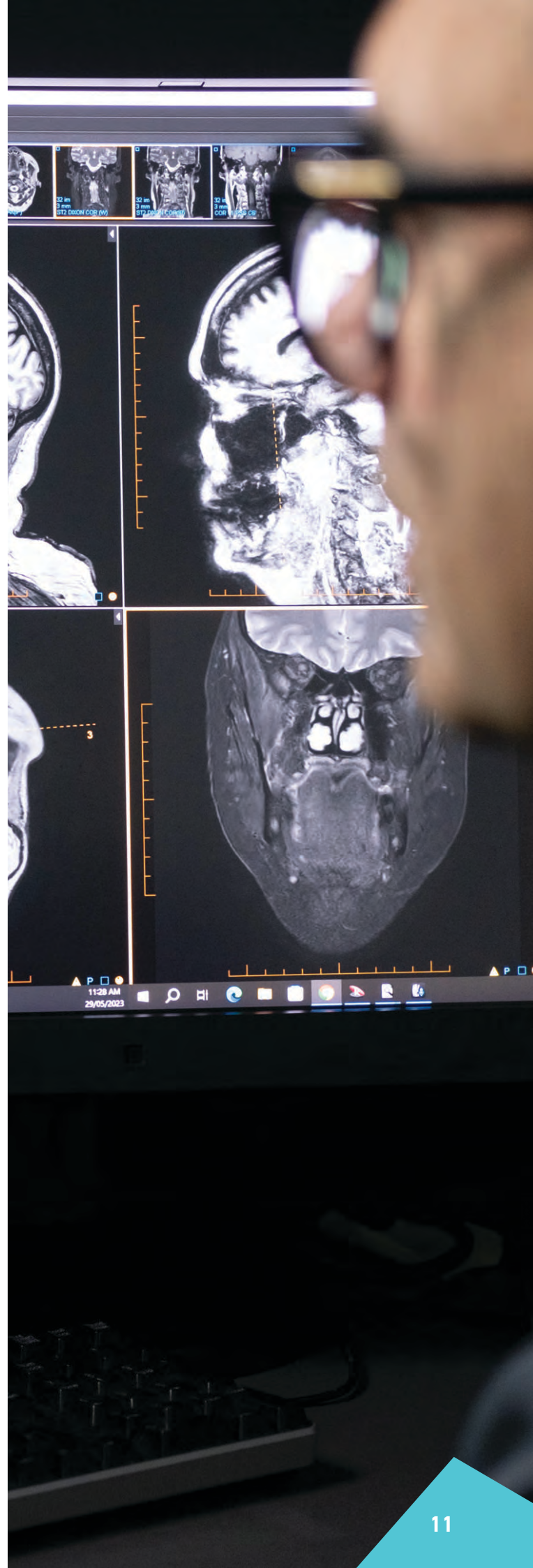
dental

## Teleradiology

This year we have increased our focus on teleradiology with IDXt.

Teleradiology is a way for under-serviced areas to access timely reporting that would otherwise not be available. It expands our service area beyond our practices to other areas in Australia and New Zealand. The nature of remote reporting allows our subspecialists to reach a far greater geographic area for the benefit of all our patients and patients of our referrers. This aligns with our Values of 'Patients First' and 'Everyone Counts'.

Teleradiology also allows our business to balance workloads better, which in turn means utilising our resources in the most efficient way possible. Finally, teleradiology reduces travel significantly while maintaining our high level of service delivery.





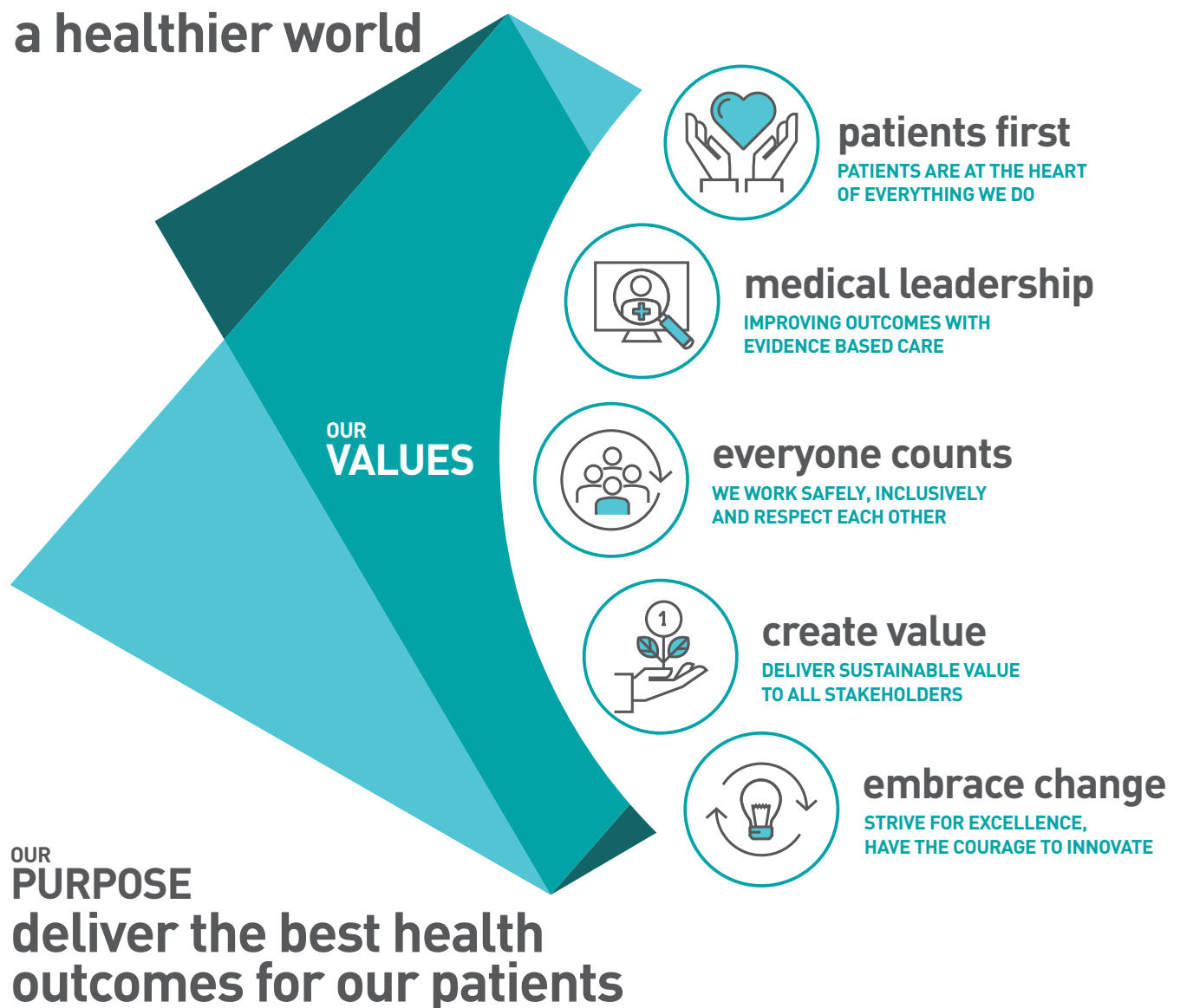
## OUR VISION, PURPOSE AND VALUES

At IDX our vision is a healthier world. We achieve this by delivering on our purpose of providing the best health outcomes for our patients.

Our organisation is dedicated to putting our patients first, demonstrating medical leadership, ensuring that everyone counts, creating value for all our stakeholders, and embracing change. These are our five values and together they shape the IDX culture and set the expectation of how we work together and care for our patients.

### OUR VISION

**a healthier world**



## DEVELOPMENT OF ESG STRATEGY

We aim to deliver sustainable value to all stakeholders, and to have regard for, and balance the needs of, all our stakeholders, which include:

- patients who need us to provide the best health outcomes for them;
- referrers who need us to provide the best health outcomes for their patients;
- employees who need us to provide a work environment in which they can achieve, thrive and feel safe and included;
- shareholders who need us to manage our business to create sustainable value over the long term;
- governments and regulators that need us to comply with laws and regulations and to contribute our expertise to the development of well-designed and effective regulations;
- suppliers who need us to work with them closely to deliver the products and services we require, ensuring that scarce resources are used appropriately, while treating suppliers fairly; and
- the wider community that needs us to provide support to ensure we contribute to society in a positive way.

We engage with our stakeholders in various ways, including inviting feedback via surveys, participating in regular meetings and communicating expectations. This year we continued to measure our patient Net Promoter Score (NPS) and commenced a preliminary referrer NPS survey. It is essential to receive feedback from our referrers and patients to ensure we meet their needs and are continually improving our services.

A materiality assessment is a standard process within international reporting standards, which involves formally consulting with our identified stakeholders on which issues matter most to them. Based on the results of the materiality assessment, multiple workshops were held with representatives from radiologist management, Executive and Senior Management, clinical operations, the ESG Committee and other employees to develop our ESG strategy.

We continue to work with our stakeholder groups to ensure our ESG strategy aligns with the expectations of the communities in which we operate. This ongoing engagement has assisted us with developing and refining our ESG Strategy, which is aligned to the IDX Values as set out below.

### Our Values

### Our Strategies



#### patients first

PATIENTS ARE AT THE HEART OF EVERYTHING WE DO

- Improving access to radiology services
- Climate action



#### medical leadership

IMPROVING OUTCOMES WITH EVIDENCE BASED CARE

- Driving public health outcomes
- Advocacy



#### everyone counts

WE WORK SAFELY, INCLUSIVELY AND RESPECT EACH OTHER

- Diversity and inclusion
- Employee engagement, development and wellbeing



#### create value

DELIVER SUSTAINABLE VALUE TO ALL STAKEHOLDERS

- Engaging with the local community
- Environment and ethical supply chain



#### embrace change

STRIVE FOR EXCELLENCE, HAVE THE COURAGE TO INNOVATE

- Driving technology and innovation
- Resource efficiency



# DEVELOPMENT OF ESG STRATEGY

## Reference to GRI and SDG

This year's IDX ESG Report has been prepared with reference to the Global Reporting Initiative (GRI) Standards. Please refer to our GRI Content Index at: [www.integraldiagnostics.com.au/environment-social-and-governance-esg](http://www.integraldiagnostics.com.au/environment-social-and-governance-esg) for a list of disclosures.

In accordance with GRI reporting standards, the acknowledged internal boundary is IDX itself and all subsidiaries including all staff. The external boundaries are all external stakeholders. The focus is on how we can reduce our negative impact globally and how we can improve our influence within the health community.

We have also measured and applied Greenhouse Gas Protocol to measure our greenhouse gas emissions.

The United Nations Sustainable Development Goals (SDGs) seek to address the world's most significant development challenges. The SDGs are a set of 17 goals that are based on human rights and define global sustainable development priorities and aspirations for 2030. As part of the development of our ESG Strategy we assessed which SDGs we would align with, to implement our strategy over the period FY22-FY26.

IDX is continually reviewing its alignment to both the SDGs and Task Force on Climate-related Financial Disclosures (TCFD) and will seek to develop implementation strategies in FY24.

## Our Values

## SDGs aligned with strategy FY22-FY26

 <div><b>patients first</b> PATIENTS ARE AT THE HEART OF EVERYTHING WE DO</div>				
 <div><b>medical leadership</b> IMPROVING OUTCOMES WITH EVIDENCE BASED CARE</div>				
 <div><b>everyone counts</b> WE WORK SAFELY, INCLUSIVELY AND RESPECT EACH OTHER</div>				 
 <div><b>create value</b> DELIVER SUSTAINABLE VALUE TO ALL STAKEHOLDERS</div>				
 <div><b>embrace change</b> STRIVE FOR EXCELLENCE, HAVE THE COURAGE TO INNOVATE</div>				

## ESG SCORECARD

Stakeholders	FY23			FY22		FY21		FY20	
Donations and sponsorships (\$'000)	271			291		253		348	
Taxes paid (\$'000) <sup>1</sup>	15,565			19,353		24,305		14,872	
Salaries and related expenses paid to employees (\$'000)	235,561			189,148		184,492		146,765	
Statutory NPAT (\$'000)	25,040			14,603		31,268		23,033	
Dividends paid (\$'000)	12,640			21,850		18,558		18,648	
Market capitalisation (\$'000) <sup>2</sup>	764,336			694,085		1,032,869		759,268	
People									
Headcount	2010			1641		1,524		1,341	
Staff turnover %	26.52			29.25		23.29		15.56	
Training and development (\$'000)	1,104			1,491		1,077		1,082	
Employee Net Promoter Score	-11.6			-14.2		-11.5		25.5	
Patient Net promoter Score	+84			+82		N/A		N/A	
Safety									
Lost time injuries per million hours worked (LTIFR) <sup>3</sup>	7.07			1.43		6.36		6.73	
Fatalities	Nil			Nil		Nil		Nil	
Patients	1,040,000			835,000		797,000		N/A	
Total exams (million)	2.501			2.071		2.059		1.725	
Patient incidents as a % of exams	0.04%			0.04%		0.04%		0.03%	
Gender	F	M	O	F	M	F	M	F	M
% Total workforce	75.47	24.48	0.05	75	25	75	25	76	24
% Senior Management <sup>4</sup>	62	38	0	50	50	43	57	30	70
% Executive <sup>5</sup>	33	66	0	33	67	33	67	50	50
% Board	43	57	0	50	50	43	57	43	57
Age diversity									
% Employees under 30	25			24		21		23	
% Employees 30 – 50	49			50		54		51	
% Employees over 50	26			26		25		26	
Years of service									
% Employees under 2 years of service	43			40		36		33	
% Employees between 2 and 5 years of service	22			24		26		28	
% Employees over 5 years of service	35			37		38		39	
Environment									
Scope 1 greenhouse gas emissions (Co2-e tonnes) per patient exam	0.0003			0.0003		0.0002		0.0003	
Scope 2 greenhouse gas emissions (Co2-e tonnes )per patient exam	0.0035			0.0044		0.0034		0.0039	

1. Direct and indirect taxes, levies and duties including employment-related taxes, but excluding taxes paid on behalf of employees and GST/VAT.

2. Calculated using the 30 June closing share price.

3. LTIFR has been calculated using Safework Australia's methodology of basing lost time injuries on workers' compensation claims.

4. Senior Management includes the following positions: General Managers, Group Finance Manager, Group Commercial Manager, Group Strategy and Integration Manager, Group Business Development Manager, Head of Legal and Risk, Group IT Projects and Operations Manager, Group People and Culture Manager and Group Operations Manager.

5. Executive includes the following positions: Chief Executive Officer (CEO), Chief Financial Officer (CFO), and Chief Operating Officer (COO), Chief People Officer (CPO), Chief Information Officer (CIO), and Chief Medical Officer (CMO).



# ENVIRONMENT

## Environmental Plan and Initiatives



### Carbon Emissions Strategy

This year we extended our previous assessment of our carbon footprint by continuing to assess our Scope 1, 2 and 3 emissions. We now have a better understanding of the environmental footprint of our operations. We are committed to investigating how we mitigate the environmental impact via changes in our own operations, as well as our supply chain.

In FY23 we developed a carbon emissions strategy that will drive our emissions reductions organisation-wide. Our strategy includes:

- reduction in Scope 1 & 2 emission with a target of carbon neutrality by 2035;
- targeting a commitment to Net Zero emissions across Scopes, 1, 2 and 3 by 2050; and
- alignment and commitment to Science Based Targets (SBTi).

A series of key commitments will underpin our ongoing activities. These include:

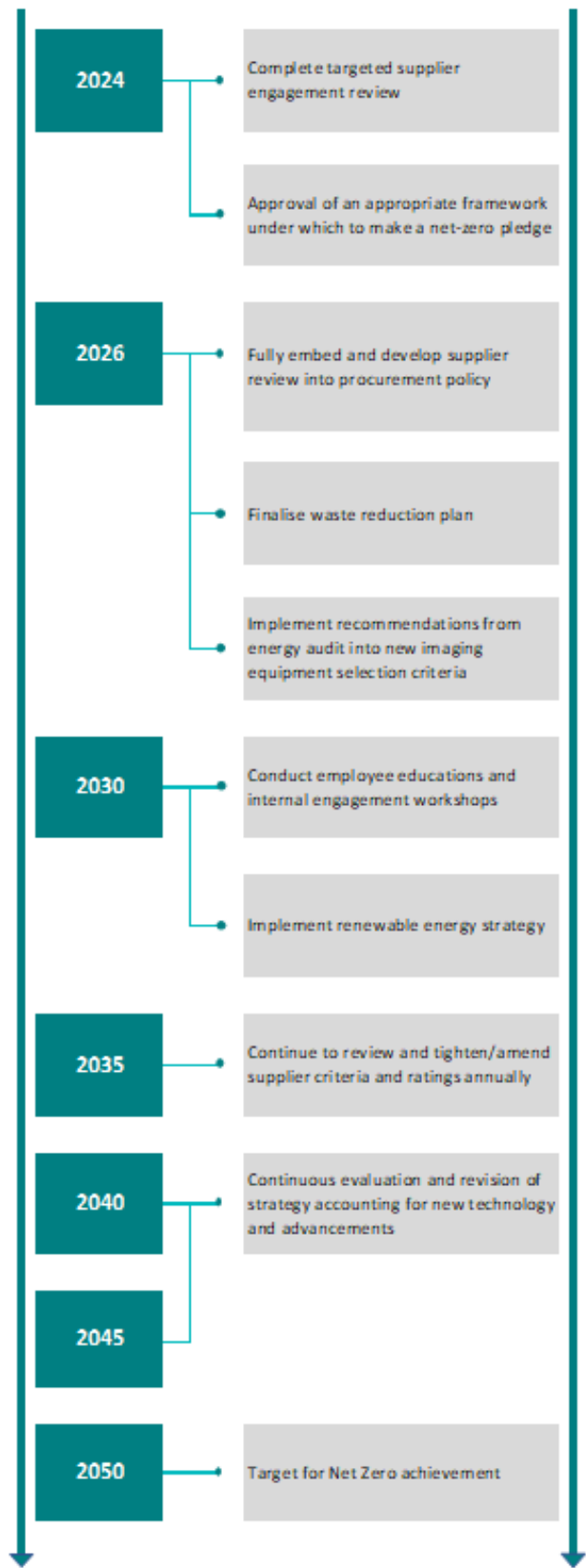
- an aim to implement renewable energy with a carbon neutral ambition for 2035;
- an aim to have 25% of purchases to be recyclable or made of recycled content by 2035;
- an aim to have 50% of major suppliers with a Net Zero commitment by 2035; and
- an aim to have 50% of waste recycled or diverted from landfill by 2035.

We have developed a carbon emissions road map to detail our key activities, and acknowledge that as we develop and implement our strategic action, we will need to adjust and reassess our targets.

The ESG Committee has been instrumental in establishing the strategic direction and supporting the key initiatives. We identified via our materiality assessment that climate action was a key area of focus. We understand that our people, our referrers and our patients expect us to drive these changes throughout our Group.

We understand that to facilitate our targeted Scope 3 emissions reductions, we need to partner with like-minded organisations and work together to reduce carbon emissions from our supply chain. To do this we will be redeveloping our procurement policy to include emission reduction factors in relevant procurement activities where possible.

## Indicative Carbon Reduction Roadmap



## Key Emissions Reduction Initiatives

### Scope 1 - Electric and Hybrid Vehicles

IDX aims to reduce its Scope 1 emissions and is working to update its small fleet of vehicles to be either hybrid or electric through our chosen fleet partner. As petrol/electric hybrid vehicles use 30–50% less fuel than petrol equivalents, this initiative will assist us to reduce our total Scope 1 emissions.

### Scope 2 - Renewable Energy

The purchase of energy is the primary source of IDX Scope 2 emissions. As part of our carbon emissions strategy, IDX will be seeking to understand the impacts of green energy procurement to our organisation and our operations during FY24. We understand that the procurement of sustainable energy is paramount to our ambitions to be a carbon neutral organisation.

IDX is actively engaging with our landlords to investigate the installation and ongoing benefits of solar power across our network. The Apex site in O'Connor was the first in our network to operate on solar power for all non diagnostic equipment.

All new IDX sites are built with automatic, sensor, LED lights to conserve consumption where possible. During FY24 we will be considering how we can seek to upgrade our current lighting to LED lights across our network.

### Scope 3 - Working with our Partners

At IDX we understand that reductions in Scope 3 emissions do not occur alone and we are committed to working with our key suppliers and partners to ensure that sustainable actions are taken to reduce overall emissions.

Some of our key actions to date are:

- a sustainable travel policy - We have renewed our travel policy in FY23 to ensure that when we need to travel by air that a sustainable option is available and encouraged;
- choosing the sustainable procurement option - As we move into FY24, IDX is aiming to ensure that procurement activity is aligned to our sustainability objectives where possible; and
- supporting our suppliers to also make a sustainability commitment - As worldwide emission reductions result in an economy of sustained reductions, it is imperative that we choose to work with suppliers that are like-minded and also seeking to reduce their carbon emissions. IDX will actively seek out companies with similar objectives to ourselves to endeavour to achieve our Scope 3 emission reduction plans.





## ENVIRONMENT



### Waste Management

Waste management was identified as a material issue to our stakeholders.

The Waste Management Committee meets regularly and gives structure to the initiatives mentioned in our previous ESG reports. We have gained an understanding of how we use consumables across our business and are developing a formal operational Waste Management Plan to maximise the effective use of these consumables and minimise waste.

#### Reducing our Waste

The disposal of healthcare waste and consumables is undertaken by qualified third-party contractors to ensure compliance with applicable legislation and ethical waste disposal. This year we continued to work with a third party to provide guidance in assessing our waste diverted from landfill, to establish benchmark data so that further reductions can be initiated and progressed. Our waste management team will work with our operational teams on waste management strategies in FY24 and beyond.

In the past 12 months, we have commenced a project to replace old CT contrast injectors, which use a pre-filled syringe with every patient, to new injectors that supports waste reduction and cost savings. This has led to a significant decrease in waste products and contrast volume.

All radioactive waste is treated and disposed of by licensed third-party providers that meet strict licensing requirements, as set by authorised state and national bodies.

We continue to work with referring clinicians and patients to replace hard copy film images with quality digital alternatives.

In our commitment to developing a sustainable circular economy, some of our imaging equipment is traded in when we buy new equipment. These vendors reuse component parts where possible. We will continue to engage with our vendors and suppliers to promote circular economy initiatives.

### Reducing our Waste - Syringeless injectors

Central Queensland Radiology's (CQR) QTV House and Rockhampton Hospital have introduced syringeless injectors which remove the need for disposable single use syringes and therefore providing opportunities to significantly reduce waste.

The use of these syringeless injectors was presented by Alexandra Barlow, CT Modality Lead at CQR.

Alexandra Barlow started her career at IDX as a Radiographer on graduating from Queensland University of Technology five years ago, and was promoted this year.

Alexandra was recently awarded a CEO Award for championing several changes within CQR, including the installation of a new CT and introduction of syringeless injectors. These changes have been instrumental in decreasing patient doses, decreasing scan times, reducing cost, and reducing waste.

"The world is forever evolving and technology is constantly advancing, so it makes me very proud to be able to service our patients with some of the latest technologies. The impact of these advances goes beyond just giving the patients high-quality imaging, but it is also helping our environmental footprint and also saving money on consumables," noted Alex.

"The introduction of the syringeless injector has seen a massive reduction in consumable waste and cost, and I am excited to introduce this product to our hospital site this July."

## Digital Transformation

IDX's digital transformation strategy will see forms digitised, processes optimised and new digital tools developed. These optimisations and enhancements will reduce the use of paper, while maintaining patient data accuracy and safety.

This year we developed an online booking platform and continued development of our patient mobile app that facilitates viewing and sharing of patient images. We will be continuing to develop our digital applications in FY24 to improve patient experience and reduce unnecessary waste.

IDX encourages our shareholders to access communications electronically and to reduce the energy and water resources needed for paper and print production. Less than 2% of IDX's shareholders now opt to receive a printed version of the Annual Report, with all other shareholders viewing it online.



## Reducing Diagnostic Imaging Radiation Doses

At IDX we endeavour to employ state-of-the-art technology and image acquisition techniques to deliver a quality diagnostic image to referrers, while using the lowest possible radiation dose on our patients. An ongoing procurement strategy incorporates the acquisition of new equipment that delivers lower radiation doses in all relevant modalities.

Our practitioners adhere to As Low As Reasonably Achievable (ALARA) principles in compliance with the industry standards to deliver the safest care with the best outcomes for our patients.





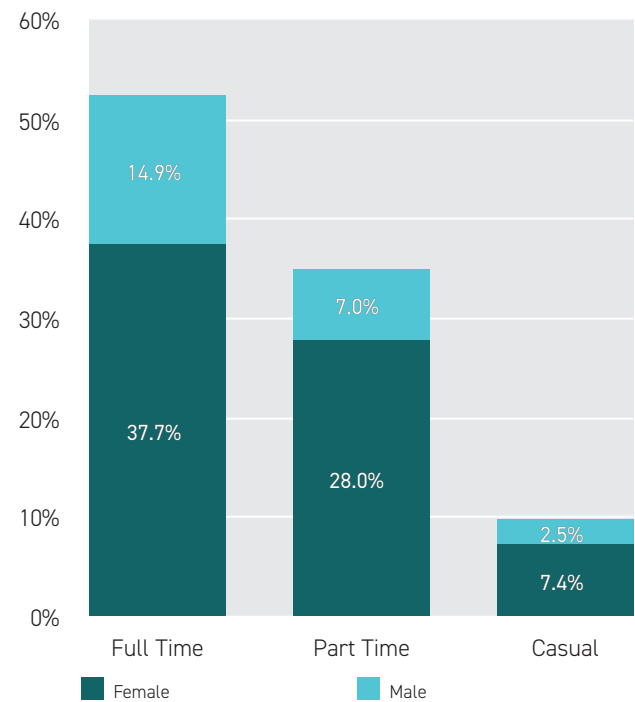
Our people are at the heart of achieving our vision of a healthier world and work every day to provide the best possible health outcomes to our patients. ‘Everyone Counts’ is one of our five core values and underpins everything we do as an organisation.

Our Workforce Profile & Employee Relations

IDX is proud to employ a highly talented team of healthcare professionals with wide-ranging skills, across both Australia and New Zealand. We are committed to complying with legislative workplace requirements in all jurisdictions in which we operate, in accordance with good corporate governance. Employee remuneration is governed by a number of arrangements including enterprise agreements, modern awards and common law arrangements.

The graph below shows our total workforce profile by gender and employment status at 30 June 2023.

Employee Relations



The source data is compiled from the people management system. The headcount only includes employees, not independent contractors or Non-Executive Directors.

IDX also engages a further 128 independent contractors to complement our permanent and casual workforce.

Attraction and Retention

Like many other organisations in the healthcare sector, IDX has been challenged by an increasingly tight talent market. In FY23 IDX responded to the challenge by prioritising our culture and engagement score, promoting internal referrals and promotions, increasing our capabilities in our internal Talent Acquisition team, improving our employee value proposition through new employee benefits and utilising social media promotional campaigns to engage with, and attract talent.

Our success as an organisation depends on the strength of our talented, diverse, compassionate, and purpose-led workforce.

In FY23 across the Australian and New Zealand businesses our turnover was 26.52%, compared to 29.25% in FY22. Of the 2.73% decrease in turnover, 1.82% of this was unplanned, with the remainder being planned exits for reasons such as the conclusion of casual or fixed term student placements.

To provide the best health outcomes for our patients, attracting and retaining the best healthcare professionals will continue to be a key strategic priority for FY24.

Professional Development

We are committed to providing rewarding opportunities for learning and career advancement, and to recognising our people for their important contribution to our success. Capability growth and career development are achieved through experiences such as training, projects, placements, promotions and encouraging our people to move into new and differentiated roles.

IDX radiologists remain up-to-date with technological and diagnostic imaging advances by attending industry-leading conferences and placements.

We remain committed to supporting the development of our leaders, who play a vital part in shaping our culture and the performance and engagement of our people. In FY23, IDX again invested in leadership capability, with new intakes of all three of our distinct leadership development programs. The programs build both clinical and non-clinical leadership at a variety of different levels across the organisation.

For our wider people management cohort and as part of our strategy to drive a supportive and inclusive high performing culture, we designed and implemented a suite of professional development sessions focusing on the core skills needed for day-to-day success as a people leader.

The IDX performance and development review process facilitates the achievement of individual and organisational objectives with formal opportunities for goal-setting and feedback conversations between employees and people leaders.

### Lyttera: a journey from reception to radiography

Over her 10-year career at Horizon Radiology, Call Centre Operator/ Receptionist Lyttera developed a passion for helping our patients through radiology. She is now studying to become a radiographer.

IDX is excited to be able to support Lyttera's career ambitions and to watch her create a healthier world.

*Lyttera: "I have worked for Horizon Radiology for 10 years, starting in the call centre and then moving into a receptionist role. I have always enjoyed working in this space and have been inspired by the work of the many radiographers and sonographers I have worked with over the years.*

*Becoming more curious and having the urge to learn more, I decided to enrol in the Bachelor of Health Science (Medical Imaging) at Unitec. I have been out of school for a long time, so completed a Certificate in Health level 4, a bridging course into the degree. I have now secured a spot on the Medical Imaging degree and start at the end of this month. A lot of credit goes to my work experience with Horizon Radiology over the years."*





## SOCIAL

### Our Culture & Engagement

Across all our brands and locations, the IDX culture is underpinned by our values, and our purpose to deliver the best outcomes for our patients. We recognise that an engaged and supported workforce is essential for our success and we maintain a continuous focus on employee experience and workplace culture.

#### Employee Engagement

At IDX we recognise the importance of a positive culture in achieving our strategic objectives. Culture surveys are conducted across the group twice per year, comprising one extended survey and one shorter survey. This enables a six-monthly check-in on progress against key focus areas, and a year between longer surveys to assess longer-term change. The most recent extended survey was conducted in June 2023. The overall engagement score was 44%, and employee NPS was -11.6, both of which were an increase on FY22 results (42% engagement and -14.2 NPS) despite challenging trading conditions of FY23. The FY23 engagement result was higher than both the Hospital-based Healthcare and Medical Imaging industry benchmark averages. The survey results showed positive progress across a significant number of data points, particularly in the areas of job satisfaction and employee wellbeing, and highlighted colleagues, teamwork, and support as enduring strengths of our workplace culture.

We will continue to strive to create the best culture for everyone at IDX by actively listening to our employees and using their insights to drive positive change.

#### Employee Recognition

In FY23 our employee recognition programs continued to celebrate the significant talent and achievements of our people and their connection to the IDX values. The High Five, Live Our Values Everyday (LOVE) and CEO Award recognition programs provide our staff with opportunities to connect with their peers, recognise achievement and celebrate living our values. A total of 1066 peer-to-peer High Five awards were sent, and 120 LOVE Awards were submitted in FY23, each one helping to foster a culture of recognition, success, and connection to our values. IDX CEO Dr Ian Kadish also proudly presented 10 CEO Awards, IDX's highest honour and celebration of impact, achievement and living our values.



## Gender Gap and Pay Equity

In FY23 we conducted an organisation-wide gender pay equity analysis across all categories based on the current WGEA<sup>1</sup> submission. Pay equity refers to equal pay for work of equal or comparable value. Equal pay includes wages, discretionary pay, allowances, performance payments, merit payments, bonus payments and superannuation.

The review identified that generally there is pay equity across IDX, with some gaps that are focus areas for further analysis. One of these is the Radiologist cohort, where the total remuneration pay equity changed from 94% in FY22 to 92% in FY23, which was largely driven by variable remuneration components and allowances.

Total remuneration <sup>1</sup> Pay Equity %	FY23	FY22	FY21
Clinical <sup>2</sup>	98%	97%	97%
Clerical	108%	103%	106%
Radiologists	92%	94%	95%

1. Total Remuneration is the annualised cash salary for males and females in each group, including, overtime, allowances, cash bonus payments and on call allowances.

2. Excludes Radiologist cohort

We are proud that 62% of the wider IDX leadership and management roles (including those from each of our businesses) are occupied by females. In FY23, 74% of internal promotion placements and 78% of new external appointments were female.

In FY23 IDX calculated the gender pay gap for the workforce as a whole (excluding the CEO) using the WGEA Pay Gap Calculator. The gender pay gap is 56%, which represents the difference between the average earnings of men and women in all roles across the organisation (expressed as a % of men's average earnings). Available WGEA data shows that the gender pay gap for our comparable industry sector (Pathology and Diagnostic Imaging Services, subdivision Medical and Other Health Care Services) is 50.3%.

The gender pay gap is influenced largely by our radiologists, who are highly qualified specialists, and the highest paid cohort of our workforce. Only 24% of our radiologists were female at the time of reporting, which is influenced by the gender imbalances in radiology as a profession more broadly. For comparison, RANZCR membership data shows that 32% of its members are female.

Gender pay equity remains a focus area for us to continually analyse and improve. Positive change will be driven by an increase in the number of our female radiologists, supported by our commitment to achieve and remain within 10% of RANZCR gender membership by 2026, in FY23.

## Flexible Work Arrangements

Throughout FY23 we continued to provide a range of supportive mechanisms, including flexible working arrangements to enable our team members to balance their work and life commitments.

In our FY23 Workplace Gender Equality Agency (WGEA) submission, which deals with our Australian workforce, 5% of our Australian workforce took parental leave during the year, with 91% of those returning to work, and many taking up the opportunity of flexible working arrangements upon their return.

## Health and Safety

The safety of our people is a key priority. To improve our safety performance we focus on hazard identification, risk management, incident reporting, and investigation.

IDX monitors its health and safety performance via incident reporting and active consultation and engagement processes with staff through representative committees. During FY23 we saw a return to our pre-COVID lost time injuries per million hours worked (LTIFR). Our LTIFR of 7.28 is an increase on last year's result and sits above SafeWork Australia average of 4.9 for "Health General".

We will continue to invest in injury prevention programs targeting our key risks, provide specific training to build knowledge and capability within our workforce, and ensure early intervention programs are in place to deliver return to work outcomes. There were no WorkSafe fines or penalties in FY23.

## Wellbeing

Supporting the wellbeing of our people has never been more important particularly, as we navigate the post-Covid world and with increasing economic pressures.

In FY23 we continued to build on our Wellbeing Framework, introducing a wider range of benefits and support across four key pillars of health and wellbeing – physical, emotional, social, and financial. This included providing our employees with access to new benefits such as novated leasing and salary sacrificing, discounted gym and pool memberships, and a suite of financial education sessions and resources.

In the June 2023 Culture Survey, 9.2% of IDX employees who responded identified as having lived experience of mental illness and or mental distress. IDX is committed to continuing to explore opportunities to support the mental health and wellbeing of our people and in FY23 delivered Mental Health First Aid (MHFA) training to our managers across Australia and New Zealand. This training supported managers with greater mental illness awareness and literacy, and the skills to offer compassionate support to their people.

<sup>1</sup> WGEA measures Australian Pay Gap data only. Only Australian IDX data was used in these calculations.



## SOCIAL

We also continued our commitment to mental health awareness education and advocacy through R U OK Day and Mental Health Awareness Week campaigns, with the aim of de-stigmatising mental health, fostering open conversations and creating an environment where employees feel comfortable seeking help when needed.

All IDX employees and their family members have access to fully funded wellbeing support through our wellbeing and employee assistance program (EAP) partner. Employees can access 24/7 confidential and solution-focussed counselling services, as well as a comprehensive digital wellbeing platform of support programs and resources. Our EAP partner also provides culturally safe Indigenous mental health and wellbeing support, delivered by a team of dedicated Indigenous allied health professionals.

### Diversity and Inclusion

At IDX we acknowledge that our employees, patients, referrers, and the communities we practice in share a diverse range of identities, backgrounds, perspectives and lived experiences. We benefit significantly from the diversity of our organisation and are committed to an inclusive culture where everyone feels safe, welcome and valued. We achieve this through our Diversity and Inclusion strategy, which prioritises inclusive culture, career, leadership and care, and incorporates a range of supportive policies, programs, practices, training and employment conditions. IDX does not tolerate discrimination, harassment, vilification, or victimisation and is committed to providing an environment where people are treated with respect.

In the June 2023 Culture Survey, 1.7% of respondents within IDX identified as Aboriginal and/or Torres Strait Islander, 1.6% identified as Māori and 1.7% identified as Pacific Peoples, providing us with important insights that guide our internal engagement and action. In Australia, we continued diagnostic imaging support of a number of local Aboriginal Healthcare Centres and Services in the communities in which we practice. We are continuing to explore opportunities to enhance engagement with Aboriginal and Torres Strait Islander, Māori and Pacific Peoples both internally and externally, with a commitment to confirming foundation actions in FY24.

To support our focus on inclusive culture, in FY23 IDX partnered with an external specialist to deliver Inclusive Leadership training to over 80 leaders across the organisation. The training explored how to engage with the diversity of lived experiences and thinking of our teams, how individual actions can create a workplace where difference is an asset, how unconscious bias can be disrupted, and how to support our people to feel valued and celebrated. In FY24 we will build on the foundations of the program and further embed inclusive practices across the organisation to create environments that encourage diverse perspectives and value all backgrounds and identities.

### Supporting our Community in Auckland

In December 2022, IDX NZ partnered with the Kai Village, a not-for-profit organization in South Auckland, to support families experiencing food and essential supply insecurity. We were proud to help the Kai Village provide dignified access to affordable, accessible, and nutritious food and personal items.

IDX NZ set up collection baskets in eight of their locations around Auckland and encouraged team members to donate high-need items identified by the Kai Village including dried and tinned food, baby formula, whole milk powder, personal hygiene products, and nappies.

The response to this initiative was incredibly positive with several large boxes, baskets, and bags of donations being dropped off to the village.

Mica Duncalfe, Chief People Officer, said that the response was touching.

"Dropping your donations off to the village was such a heartwarming experience. These contributions will make such a difference this holiday period," said Mica at the time.

The Kai Village's model is based around Kai (food), Connection and Creation weaved through social eco-sustainable practices and culture. The Village itself is located next to Horizon Radiology's Otara site.

We also continued to promote and advocate for greater diversity and inclusion through events such as International Women's Day, where we hosted a panel discussion of frontline team members to highlight and encourage career pathways available to women in radiology.

### Sexual Harassment Prevention Training

To support IDX's commitment to minimising and eliminating risks of sexual harassment and ensuring safe and inclusive workplaces, in FY23 we developed stand-alone *Sexual Harassment in the Workplace* and *Bystander* policies. In addition to this, we provided refreshed Sexual Harassment Prevention education and training to staff, supporting their understanding of workplace sexual harassment, and their obligations to prevent it and respond to it as a bystander.

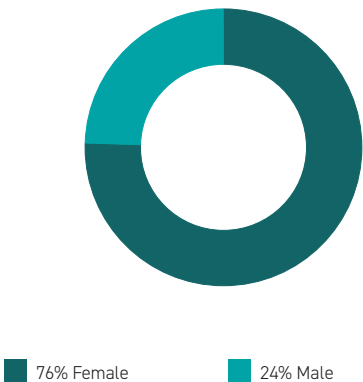
### Paid Parental Leave

One of our first priority actions as part of our Diversity & Inclusion strategy was to introduce paid parental leave. From 1 July 2022, IDX has introduced six weeks of paid parental leave for primary care givers, and one week for non-primary care givers for all eligible employees in Australia. At IDX everyone counts, and our paid parental leave benefit is designed to increase inclusion and support our people to better balance work and family priorities.

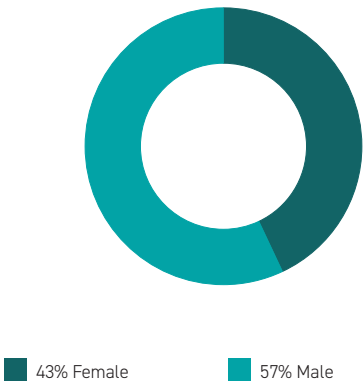
Equality - Gender Diversity

As a significant employer of women, IDX is committed to gender equality. We are pleased at the strong representation of women across the organisation, particularly that 53% of our executive and senior management group are women, and 76% of our wider employee population are women.

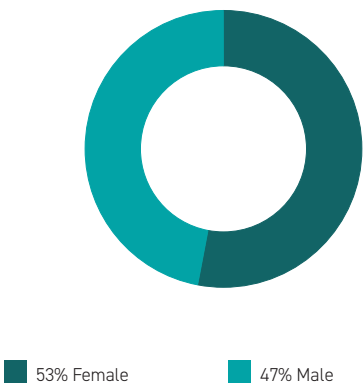
Company Gender Profile



Board Gender Profile



Senior Management and Executive Employees Gender Profile



40%  
**TARGET ACHIEVED**  
A minimum of 40% of each gender representation on the Board – achieved



40%  
**TARGET ACHIEVED**  
A minimum of 40% of each gender representation at Executive and Senior Management levels – achieved



The Company's performance against its objectives are listed below:

Objective	Achievement
A minimum of 40% of each gender representation on the Board by 2026	43% of Board members were female.
A minimum of 40% of each gender representation to be achieved at the Executive level by 2026 <sup>1</sup>	33% of the Executive were female.
A minimum of 40% of each gender representation to be achieved at Senior Management level by 2026 <sup>2</sup>	62% of the Senior Management level were female.
A minimum of 40% of each gender representation to be achieved at Executive and Senior Management levels by 2026	53% of the Executive and Senior Management levels were female.
At least one of each gender are to be included as shortlisted candidates for Board, Executive and Senior Management positions	The following positions were recruited during the period – Non Executive Director, 2 General Managers, Head of Legal and Risk and Group Operations Manager. All four positions had at least one of each gender shortlisted.
Percentage of females employed across the Company should remain within 10% of industry levels as measured by WGEA (Pathology and Diagnostic Imaging Services within Medical and Other Health Care Services Industry Subdivision)	Female employees IDX: 75.5% Female employees WGEA: 75.8%
Continued improvement in the female participation rate of radiologists across IDX and within 10% range of Royal Australian and New Zealand College of Radiologists (RANZCR) gender membership data by 2026	Female Radiologists IDX: 23.6% <sup>3</sup> RANZCR female members: 31.9% <sup>4</sup>

1. Executives include the following positions: CEO, CFO, COO, CPO, CIO and CMO.

2. Senior Management includes the following positions: General Managers, Group Finance Manager, Group Commercial Manager, Group Strategy and Integration Manager, Group Business Development Manager, Head of Legal and Risk, Group IT Projects and Operations Manager, Group People and Culture Manager, Group Operations Manager.

3. This includes employed radiologists in Australia and is consistent with the NZ private radiology model, all doctors work across the public and private sector and meet the criteria to be classified as contractors but are on terms and conditions similar to IDX employed radiologists.

4. Source RANZCR 21/22 Annual Report.

In FY23, 75% of the Executive and Senior Management appointments were female. IDX requires gender diversity in all shortlisted candidates for Board, Executive and Senior Management positions.

The Board via the PCRC reviewed its measurable objectives in the current year and has adopted the following objectives for 2024:

- a minimum of 40% of each gender representation on the Board by 2026;
- a minimum of 40% of each gender representation to be achieved at the Executive level by 2026;
- a minimum of 40% of each gender representation to be achieved at Senior Management level by 2026;
- a minimum of 40% of each gender representation to be achieved at Executive and Senior Management levels by 2026;
- at least one of each gender to be included as shortlisted candidates for Board, Executive and Senior Management positions;
- percentage of females employed across the Company should remain within 10% of industry levels as measured by WGEA (Pathology and Diagnostic Imaging Services within Medical and Other Health Care Services Industry Subdivision); and

- continued improvement in the female participation rate of radiologists across IDX to be above Royal Australian and New Zealand College of Radiologists (RANZCR) gender membership data by 2026.

## Remuneration in Context of ESG

During FY23, the Board conducted a review of the Company's executive remuneration framework.

The framework adopted in FY23 and prior years had not been reviewed since 2017. In conducting the review, the Board considered feedback it had received from investors and management over the years, the increasing maturity of the business and the strategic priorities of the Company.

Changes were implemented to the non-financial award portion of the Short Term Incentive (STI). The non-financial award portion of the STI now includes a mix of strategic goals and sustainability goals, which have been introduced to support the Group's ongoing achievements of its ESG strategy and to recognise that our patients, people, culture and risk management are integral to our ongoing success and ability to differentiate in an increasingly competitive market.

Sustainability goals include measures related to patient satisfaction, employee engagement, safety and injury prevention, employee turnover and environmental impact.

To further emphasise the importance of sustainability, the Company has also introduced a risk, compliance and conduct gateway as a condition of granting of any STI award in FY23. This will be continued in to FY24.



# PATIENTS AND REFERRERS

At IDX, patients and referrers are at the centre of everything we do. The two key groups that we service are:

- Patients referred by their healthcare professional attend our clinics to undertake the exams required to complete their diagnoses. We aim to ensure that the patient experience exceeds the expectations of both patients and their referrers by providing a streamlined, comforting and quality service. In FY23 we saw over 1.04 million patients and performed over 2.5 million exams.
- Referrers, including specialists, general practitioners, allied health providers and other healthcare professionals, choose to use our quality diagnostics services to complete their patients' diagnosis. In FY23 we engaged with 54,000 referrers and attended to almost 2 million referrals.

## Patients



Patients are at the heart of everything we do. Our aim is to produce the best possible health outcomes for each patient, every time. Patient safety is monitored through reporting of clinical incidents. IDX's Integral Clinical Leadership Committee (ICLC) reviews incident data and trends to identify improvements across all businesses, and aims to share learnings to prevent recurrence and improve patient outcomes.

Staff interactions with patients are important to us and the IDX Code of Conduct (the Code) covers the behaviour of all employees during their work. It includes requirements for personal integrity as well as compliance with all laws and regulations and IDX's policies and processes including, but not limited to, privacy, conflicts of interest, diversity and anti-discrimination, fraud and corruption, improper benefits and confidentiality of information. The Code is supported by a range of policies and other documents covering ethical and behavioural issues. The Code outlines the process for dealing with breaches of the Code, which are taken very seriously, with all material breaches being reported to the Board. The requirement for employees to report any breaches is reinforced by our Whistleblower Policy. All employees are expected to undertake Code of Conduct training courses that cover key aspects of the Policy when they begin employment, and on an ongoing intermittent basis throughout their employment.

Ensuring that patients are satisfied with the services we provide is important to us. During FY23, we continued to measure patient satisfaction organisational wide via a Net Promoter Score (NPS). This system provides an avenue for our patients to

communicate directly with us, providing feedback and enabling process improvement where required. We are proud of our patient NPS score of +84 and we aim to maintain this level of patient satisfaction into FY24.

We are continually seeking to improve our patients' experience when visiting our clinics and interacting with our teams. Enabling every patient to control their healthcare journey is a key focus for our ongoing digital development strategy. Patients want to be able to locate, contact and book their imaging, at a convenient time. Enabling patients to take control of their healthcare journey will drive key activities in the coming year. This year IDX launched its online booking portal in some businesses. This enables a patient to book an appointment at their most convenient clinic at a time that meets their needs.

## Referrers

Retaining and increasing the number of healthcare professionals who refer patients to our diagnostic services is a key component of our success. Current initiatives include ongoing investments in technology platforms, education and improved reporting technologies. We have introduced enhancements to our online referrer portal to allow access to imaging online through a single click, and are working to enable e-referrals to be sent directly from a referrer to our operating systems. We are seeking to extend these optimisations for our referrers to ensure that they have access to the latest medical information and can engage with our Radiologists and clinical teams as required.

We provide education to referrers in our regions about new technologies such as artificial intelligence, new imaging equipment and the benefits new technology in equipment can have on assessing patients. We also collaborate with referrers in our local areas to provide multidisciplinary meetings and workshops on specific topics such as urology and oncology.

This year we conducted a wide-scale survey of our referrers to ensure that our services meet and exceed their expectations. This survey provided us with valued feedback to enable us to keep tailoring our services to the needs of our referrers and patients. In FY24 we will conduct this survey again and include a referrer NPS for inclusion in our next ESG report.





## SUPPLIERS

IDX has an initiative to establish Company-wide supply contracts with trusted suppliers who will undergo a vetting process. Our suppliers supply medical equipment, medical consumables, equipment service, office supplies, IT software and hardware, electricity, insurance, cleaning and consultancy. These supply contracts maintain the quality of supply of these critical products and also ensure economies of scale can be taken advantage of to secure the best outcomes for IDX.

IDX aims to maintain a high standard of ethical behaviour in conducting business and to behave with integrity in all dealings with suppliers.

### Buying with Impact

We are establishing partnerships with key providers to understand their sustainability roadmap and share our learnings from our own sustainability journey. We have worked cooperatively with many of our suppliers to ensure they understand our expectations now and into the future. IDX will seek to extend this activity in FY24 by incorporating our supplier emissions information, in relation to the equipment we purchase into our procurement matrix, along with circular economy initiatives generated by our suppliers. We are committed to working with our suppliers to ensure all Scope 3 emissions are reduced.

### A Sustainable Procurement Policy

Throughout the development of the IDX carbon emissions strategy, it was evident that many of our environmental sustainability goals depend on the credentials of our vendors. In FY24 IDX will refresh its Group procurement policy to reflect its objectives and ensure that sustainable practices are considered when making key procurement decisions.

Our ongoing sustainability commitments are:

- an aim to have 25% of purchases to be recyclable or made of recycled content by 2035;
- an aim to have 50% of all suppliers with a Net Zero commitment by 2035; and
- an aim for a reduction in electricity (Scope 2) consumption when procuring major equipment.

### Ethical Supply Chain

IDX has developed an Ethical Supply Chain Policy, which outlines how we ensure engagement with suppliers and how management of supply chain risks is conducted in line with stakeholder expectations. IDX also has a Whistleblower Policy, which establishes a framework to detect improper conduct and to encourage individuals to report improper conduct in a protected manner.

These policies can be found on the IDX website. [www.integraldiagnostics.com.au](http://www.integraldiagnostics.com.au)

## Modern Slavery

IDX has now submitted three annual Modern Slavery Statements in accordance with the requirements of the *Modern Slavery Act (2018) (MS Act)* which outline our approach to combatting modern slavery. IDX continues to review the risks of, and mitigate the impacts of, modern slavery in its operations and supply chain and adjusts its modern slavery action plan accordingly.

Our most recent Modern Slavery Statement, published in December 2022, is supported by a detailed analysis of our supply chain including equipment, medical consumables, information technology hardware and contracted typists. Consistent with previous years, we identified that our greatest risks relating to modern slavery is being directly linked to it through our supplier relationships, as some of our supplies are manufactured offshore. This is largely because IDX directly employs its personnel in Australia and New Zealand and complies with all employment laws and regulations in those countries.

As part of our continual review cycle, the Group engages directly with our largest suppliers, and those suppliers that are assessed as very high risk, to gain a better understanding of their approaches to managing modern slavery risks and to convey IDX's expectations.

During 2023, we continued to execute our modern slavery action plan, which includes collaborating with our suppliers and educating our staff on the risks of modern slavery, as well as working to consolidate and reduce our supplier pool to ensure we can better monitor our supply chain.

# CYBER SECURITY

## Privacy and Data Security

As a health company, IDX collects and stores sensitive health information and we take our responsibility to manage and protect our customers' and employees' information and privacy very seriously.

We employ robust controls and systems to protect patient information and allocate time and resources to continuously improve our processes. All of our staff, referring doctors and hospitals are required to accept our privacy terms and conditions to ensure they understand and acknowledge compliance with the standards required to protect our patients' privacy.

We aim for strong, effective and contemporary privacy management practices, which includes encouraging a culture of privacy awareness and implementing strict guidelines around how our patients' information should be accessed and shared. We ensure patient privacy is at the forefront of everything we do, and encourage open and proactive conversations and expect a high degree of compliance from our employees.

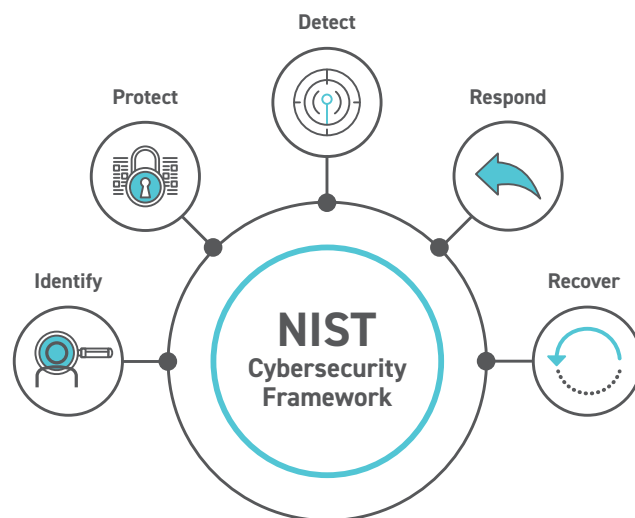
Our approach to privacy is underpinned by our Privacy Policy, which is available on our website and outlines our commitment to providing our customers with transparency in relation to:

- how we collect, store and use their data;
- how customers can access their personal information; and
- when and how we dispose of personal information.

## Keeping Information Secure

From the way we manage our mobile devices to our malware protection, security monitoring and incident responses, our risk-based approach ensures that information security and privacy practices are part of our day-to-day activity. Our approach is strongly embedded across our business processes, policies, systems and frameworks. We conduct privacy impact assessments when needed on services, projects or procurement of services that involve personal and sensitive information. We also have disaster recovery plans in place, which detail the response and recovery steps and timeframes required, should an incident occur.

To ensure the security of patient information, our IT security infrastructure and processes have been strengthened through vulnerability exercises, implementation of improvement recommendations, and benchmarking against industry standards such as National Institute of Standards and Technology (NIST) and the Australian Signals Directorate Essential 8. Data security and privacy are subject to continuous review by IDX to further identify opportunities for improvement.



During FY23 we further developed our cyber security awareness throughout IDX and its businesses. Some key actions included:

- Group wide, mandatory cyber security and awareness training;
- development and testing of our Cyber Incident Response Plan, which provides guidelines for responding to Cyber security incidents effectively and efficiently in a timely manner; and
- a review of our Privacy Policy to ensure it meets with regulations and our customer expectations.

At IDX we acknowledge that cyber security awareness and consistent messaging assists to protect the data of our patients, our referrers and our team.

## Testing our Readiness and Resilience

Each year we test our readiness for managing cybersecurity incidents, running a number of simulation exercises to assess our resilience across the business. This involves staff members with skills in clinical, technology and operations, legal, privacy, compliance, risk management, external affairs, marketing and members of our senior leadership team. Each simulation aims to review our plans and procedures when responding to a significant cybersecurity event including how we deal with the threat, recover from any loss and/or damage to our systems and services, and manage reputational damage. This year, our simulations included common ransomware attacks impacting one of our local businesses. Outcomes from these exercises are then integrated into our response training program, to support the continued improvement of our security capabilities.



## COMMUNITY

**At IDX, we value the contributions we make to the various communities in which we operate. The activities we focus on include sponsorships, fundraising, donations and volunteering to organisations with causes that fit with our Values.**

During the year we supported a range of organisations, causes and events, with the aim of making a difference to the things that matter in our communities.

Some of the community initiatives we have undertaken are as detailed below.



### St John of God Foundation – Patients First

Over the past year Apex Radiology provided a financial donation as well as 'free diagnostics imaging' to the St John of God Foundation – Gifts of Hope initiative which provides financial support to Australians suffering from life-threatening conditions, such as cancer.

New medical discoveries, including medicines, can help patients to live longer and to experience less pain or other debilitating symptoms. However, these treatments can often be costly and out of reach for many Australians. A Gift of Hope can directly support a person to access potentially life-changing treatment during their time of greatest need.



### Tonga Twinning Program – Medical Leadership

Lake Imaging has sent a large donation of vital diagnostic imaging equipment to Tonga to help build the country's diagnostic imaging capabilities, including a Siemens VOLUSON US machine.

This latest donation is part of a 10-year collaboration between Lake Imaging and Tonga's Ministry of Health, to bring diagnostic imaging expertise, training, and equipment to the people of Tonga.

Various needles, PPE, medical textbooks, syringes and many more vital items were also included in the most recent delivery. Previous year's donations included multiple ultrasound machines and the country's only mammography unit.

"Our support helps the management and staff to empower themselves to continually improve, and benefits their entire health system," explains Chris Proctor, Site Supervisor at Lake Imaging. "For example, just the change to digital imaging with donated computed radiography equipment enabled the darkroom processed film cost savings to be channelled into a now hospital-wide PACS system,"

With a population of over 100,000, Tonga has very few medical imaging clinicians and only one radiologist. Receiving a large portion of their total healthcare budget from other countries and donations, the support of Lake Imaging is incredibly valuable to the people of Tonga.

In addition to the regular donations, the Tonga Twinning Program has seen technicians from Tonga come to Lake Imaging for a period of training and tuition, while our sonographers go to Tonga to help support and educate the community on the ground.

"Prior to our support, access to modalities we take for granted was lacking. Mammography is a prime example of this, with examinations limited to those who could afford to fly to New Zealand for the test," said Chris. "Pregnancy ultrasounds were rarely undertaken due to machine age, access, and staff ability. Just these improvements from equipment and training keeps imaging local and accessible to those who need it."

This holistic approach of providing equipment, training, and connections ensures that expertise in diagnostic imaging can continue to grow in Tonga, meaning more and more people have access to the diagnostic services they need.

Chris adds, "Every single item we've sent is gratefully received, from the basic skin cleaning alcohol swabs improving infection control, all the way through to the ultrasound, mammography, and computed radiography systems allowing patient changing outcomes to commence. Every donation makes a difference".



## Supporting Our Communities

### STEPtember – Everyone Counts

IDX once again took part in STEPtember, raising funds for the Cerebral Palsy Alliance. STEPtember challenges participants to take 10,000 steps per day and raise funds throughout September.

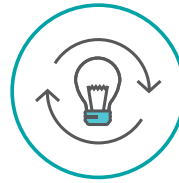
In FY23, both Australia and New Zealand teams participated and contributed to fundraising for the Cerebral Palsy Alliance. By participating in STEPtember and raising funds, we are creating a healthier world by helping people living with cerebral palsy to get the specialised support services and equipment they need to build their independence, enhance their well-being and live their best lives.



### Lishman Health – Create Value

Apex Radiology was proud to sponsor the South West Health Research Forum. The Forum was well attended with approximately 90 guests and included presentations from key health professionals. Participants were able to engage in group discussions about aged care, early investigators, paediatrics, mental health, cancer/palliative care, Indigenous health, chronic disease and community/consumer engagement. The Forum aimed to identify health research priorities specific to the south west region of Western Australia, and build a rural and regional health research capacity for 2023 and beyond.

The Lishman Foundation Fellowship Program is a collaborative partnership between the Foundation and the Rural Clinical School of Western Australia (RCSWA) that supports well-designed and supervised research projects among rural-based medical students.



## Radiologists Across Borders (RAB) - Embracing Change

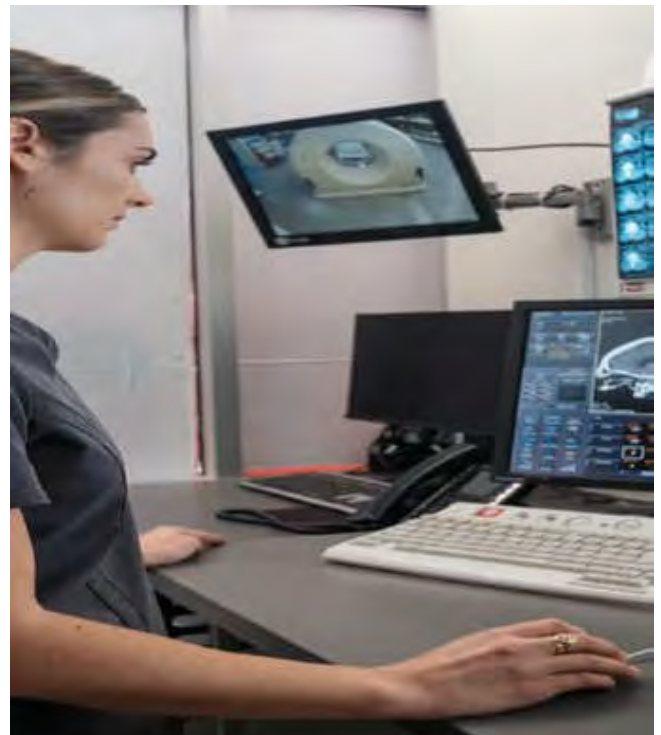
IDX is an ongoing sponsor of Radiologists Across Borders (RAB) which provides resources to Radiologists in developing nations to increase knowledge and promote improved patient care.

IDX contributed to the development of an International Certificate of Radiology Fundamentals (ICRF) in partnership with RAB and the University of British Columbia (UBC). The project, which was the first of its kind globally, was designed specifically for improving radiology skills in developing countries, and supports the IDX vision of creating a healthier world.

IDX radiologists provided video tutorials to make the ICRF as interactive as possible to assist students in obtaining a thorough understanding of the fundamental radiology principles needed to support their communities.

IDX also partnered with RAB to provide one on one mentoring and practical support services to those in developing nations.

IDX will continue to support this program in FY24.



# GOVERNANCE

IDX recognises that corporate governance is key to creating, protecting and enhancing value for our stakeholders. Our Board is committed to maintaining high standards of corporate governance, and has adopted a system of internal controls, risk management processes and corporate governance policies and practices to support and promote the responsible management and conduct of our business.

We comply with the ASX Corporate Governance Council's Principles and Recommendations (4th Edition). Certain details of our Corporate Governance framework are laid out in our Corporate Governance Statement. For more information on our corporate governance practices, please see our Corporate Governance Statement and related key governance documents, at [www.integraldiagnostics.com.au/corporate-governance](http://www.integraldiagnostics.com.au/corporate-governance).

The Board and its committees periodically review IDX's corporate governance arrangements and practices to keep them aligned with regulators' requirements, developments, recommended corporate governance practices, shareholder expectations, and the Company's strategic objectives.

## ESG Committee

IDX has established an ESG Committee to formalise an approach to our ESG responsibilities and subsequent action plans. The ESG Committee comprises Executives, members of Senior Management and operational personnel. The Committee provides strategic direction and oversight of our ESG approach. The Audit Risk and Compliance Committee (ARCC) guides and monitors the ESG Committee's activities, which are reported to the Board.

In its charter, the Board formalised its commitment to the social and environmental impacts of the Company's activities. The Board approves the Company's policies and evaluates the effectiveness of and compliance with these policies. The ARCC Charter, includes responsibilities relating to the environment and social considerations.

## ESG Governance structure within IDX

ESG Governance structure within IDX	
IDX Board	Responsible for ESG including relevant corporate governance policies and risk management framework
	Approves the ESG Strategy and the ESG Report
Audit, Risk and Compliance Committee	Guides IDX's ESG approach and development of strategic initiatives
	Oversees reporting requirements and management of ESG risks
People, Culture and Remuneration Committee	Oversees and guides our people, culture and remuneration strategy
Senior Management and Executives	Approve and are responsible for actioning our specific ESG initiatives
ESG Committee	Develops and manages our ESG initiatives

## Remuneration in Context of ESG

Part of our leadership assessment is focused on our leaders' ability to align to our core values which form the foundation of our ESG Strategy. The leadership assessment forms part of the annual remuneration review.





## RISK MANAGEMENT FRAMEWORK

IDX's risk management is governed by its Risk Management Framework and Policy. The Risk Management Framework and Policy is reviewed annually and identifies our risk profile, appetite and sets out the way key risks are assessed, managed, monitored, escalated and reported.

The Group's core financial and non-financial risks are described in the Operating and Financial Review in the Annual Report. These risks are continuously assessed by management and reported to the ARCC and Board. A copy of the Annual Report is available on our website.

Our processes and controls for health and safety, business continuity, quality and clinical excellence, privacy and confidentiality, and cyber security were reviewed and evaluated again during FY23 for any ongoing improvement.

IDX's risk register includes a specific risk focused on meeting stakeholder ESG related expectations. This risk is regularly reviewed and updated. IDX uses a risk management application that efficiently records risk and produces reports for senior management and the ARCC/Board. The application also drives accountability regarding risk management and achieving agreed actions.

### Tax Transparency

We are committed to meeting all tax compliance obligations and to providing our stakeholders with information about the taxes we pay and the taxation policies we employ. IDX has adopted a taxation policy to ensure that all taxes are paid in line with the relevant requirements of the Group's tax jurisdictions. The policy covers both direct and indirect taxes and the use of advisors.

### Clinical Governance

A key component of the Group's risk management is clinical governance. This is managed through the Integrated Clinical Leadership Committee (ICLC) and Business Unit Clinical Leadership Committee (Business Unit CLCs) under the ICLC Charter, which is available in the Corporate Governance section of our website.

The ICLC Charter provides a framework for the ICLC and Business Unit CLCs to work together to develop and implement policies and work practices to enable clinical best practice.

The responsibilities of the ICLC include reviewing any recommendations arising from any adverse incidents from the Business Unit CLCs, reviewing Group-wide incident data and trends to identify improvements, and to share learnings to prevent recurrence.



## GOVERNMENT

In Australia IDX continues to monitor, assess and help shape the regulatory landscape through its participation in the executive of the Australian Diagnostic Imaging Association (ADIA) and our radiologists' membership in the Royal Australian and New Zealand College of Radiologists (RANZCR)

Our CMO, Dr Lisa Sorger, is on the RANZCR Faculty Council, the Diagnostic Economics Committee and the Theranostics Working Group, and Dr Sally Sojan is the Treasurer of the Australasian Musculoskeletal Imaging Group (AMSIG) and a member of the Diagnostic Imaging Accreditation Scheme Advisory Committee.

In New Zealand, Dr Quentin Reeves is the president of AMSIG and Dr Adam Worthington is a committee member of the New Zealand branch of RANZCR.

### Political Donations

We do not make direct or indirect contributions to any political party. Our Anti-Bribery, Fraud and Corruption Policy prohibits donations to political parties.



## CONTACT US

We welcome feedback on our ESG Report as part of our commitment to continuous improvement.

If you have any questions or feedback in relation to this report, please email IDX at: [info@integraldiagnostics.com.au](mailto:info@integraldiagnostics.com.au)

### External Assurance

PKF Australia has conducted limited assurance over selected information in this Report and the associated data tables. A copy of PKF's assurance statement is available on our website.

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