CORPORATE GOVERNANCE STATEMENT FINANCIAL YEAR 2025–26



MESSAGE FROM THE CHAIR



In 2026, HCF's member-owned, not-for-profit model once again demonstrated its strength and resilience, helping bring to life our purpose of putting our human touch into healthcare. Against a backdrop of persistent cost-of-living pressures, rising healthcare costs and increasing regulatory complexity, we remained focused on delivering affordable access to healthcare, exceptional member experiences and long-term value for the more than 2.1 million Australians who place their trust in us.

By remaining focused on what matters most to our members, we continued to deliver strong and sustainable outcomes across the business. Membership grew by 3.9% during the year, almost double the industry average, with growth recorded across every state and territory. Importantly, we continued to deliver value to members, returning 89 cents of every premium dollar to member benefits over the past decade, compared with an industry average of 85 cents. FY26 represented a strong result with 90.5 cents of every premium dollar returned to members.

Recently, we were awarded Canstar's Outstanding Value Health Insurance Award for the 11th consecutive year as well as being recognised as Customer Service Organisation of the Year at the 2025 Australian Service Excellence Awards. These achievements are a reflection of the continued trust and confidence members have in HCF to support them throughout their healthcare journey.

At a leadership level, FY26 marked the first full year of Lorraine Thomas' tenure as Chief Executive Officer and Managing Director. Since assuming the role on 1 July 2025, Lorraine has provided clear strategic direction and leadership in advancing HCF's Strategy 2030 ambitions and strengthening our Member Advantage, positioning the organisation for continued growth, outstanding member service and lasting impact in a rapidly evolving healthcare environment.

GOVERNANCE & REGULATORY ENVIRONMENT

Throughout FY26 the volume and complexity of regulation across the financial services and healthcare sectors continued to increase. While we recognise the important role regulation plays in protecting members and strengthening industry standards, we remain focused on balancing our compliance obligations with the sustainable delivery of services and value for members. We continue to engage constructively with regulators and contribute to reforms affecting our members and the broader health insurance sector.

The Board oversees HCF's Risk Management Framework, conducting regular reviews to ensure it remains fit for purpose and aligned with APRA's prudential requirements. Board composition and independence continue to support effective oversight and decision-making, with cyber security, data protection, technology resilience and AI readiness remaining key governance priorities. This includes guiding the responsible adoption of artificial intelligence to enhance member outcomes, foster innovation and support long-term competitiveness.

The Risk, Compliance & Sustainability Committee and the newly established Technology & Data Committee (TDC) support the board in overseeing technology, data and emerging technology opportunities and risks. Together, these Committees help ensure investments in areas such as frontier AI and quantum computing are aligned with HCF's strategic priorities, while providing robust governance and accountability in an increasingly complex threat and regulatory environment.

SOCIAL IMPACT AND SUSTAINABILITY

Sustainability remains integral to HCF's purpose and long-term strategy. Guided by our environmental, social and governance framework, we continue to focus on creating value for members and communities by supporting better health and social outcomes while reducing our environmental impact.

In FY26, we achieved net zero Scope 1 and Scope 2 market-based emissions for the second consecutive year. All electricity consumed across operations was sourced from renewable energy through a combination of green energy contracts and Australian renewable energy certificates. We also retired high-quality carbon offsets to address our remaining Scope 1 emissions through the Mapoon Carbon Project in Queensland. FY26 also marked the publication of our inaugural Sustainability Report, prepared in accordance with Australian Sustainability Reporting Standard AASB S2.

Our social mission to build healthier communities continued to guide our investments and partnerships. Through our long-term partnership with the Royal Flying Doctor Service SA/NT, we are helping improve access to essential healthcare in rural and remote Australia through a six-year commitment supporting aircraft and critical medical equipment. Our partnership with The Smith Family supports 1,500 young Australians experiencing disadvantage through the Learning for Life program. Through Netball Australia, we're helping empower women and girls to take an active role in their health and wellbeing, leveraging the reach of Australia's largest female participation sport to promote healthier lifestyles and stronger communities.

"Membership grew by 3.9% during the year, almost double the industry average, with growth recorded across every state and territory."

This past year marked the 25th anniversary of the HCF Research Foundation, one of Australia's leading independent funders of health services research. In FY26, the Foundation awarded $4.1 million in grant funding to support practical, implementation-focused research designed to improve models of care, strengthen the health system and deliver measurable benefits for patients, providers and communities.

During the year, we also launched our Innovate Reconciliation Action Plan, an important milestone in HCF's reconciliation journey. Focused on relationships, respect, opportunities and governance, the plan strengthens our engagement with Aboriginal and Torres Strait Islander-led organisations and supports our ambition to contribute to more equitable health and social outcomes in the communities we serve.

BOARD RENEWAL & SKILLS

We maintained our focus on ensuring the Board holds an optimal mix of skills, knowledge and experience aligned to HCF's strategic priorities and responsibilities as Australia's largest not-for-profit, member-owned health fund. Board composition evolved during the year with the appointments of Amanda Hagan and Robin Low as independent Non-Executive Directors and Lorraine Thomas as Managing Director, bringing valuable new perspectives while preserving strong continuity and institutional knowledge.

During the year, we also acknowledged the significant contributions of John Barrington, who will retire from the Board at this year's AGM after 12 years of dedicated service to HCF. We extend our sincere thanks for his commitment, expertise and stewardship throughout his tenure.

Governance renewal was also reflected across our subsidiary boards. Catherine Hallinan retired as Chair of HCF Life after more than a decade of service to HCF Life, having joined the HCF Life Board in 2011 and having served as Chair of HCF Life since 2019. Catherine played an instrumental role in guiding the governance and strategic direction of the life insurance business, drawing on her extensive experience across financial services, insurance and investments. We thank Catherine for her valued leadership and contribution and for her continued role on the HCF Board.

Terry Agnew succeeded Catherine as Chair of HCF Life, supporting a seamless transition while continuing strong governance oversight of the business. Maria Crocker and Robin Low also joined the HCF Life Board during the year, further strengthening the breadth of expertise and experience available to support the continued growth and success of this business.

We were pleased to receive a record number of nominations for HCF's 2026 Elected Member election, with 13 candidates standing for election. This strong level of participation reflects the ongoing engagement of our members in HCF's governance. The successful Elected Member candidates will be announced at the AGM.

DIVERSITY & INCLUSION

A diverse and inclusive workplace strengthens decision-making, encourages innovation, and helps us better understand and serve the communities in which we operate.

At HCF, we're committed to fostering a culture where every person feels respected, valued and able to contribute. Our Employee Reference Groups play an important role in creating opportunities for connection, advocacy and engagement across the organisation. Hearts & Hands, RAISE, Thrive, Gender Equality Matters and the Culturally & Racially Marginalised Women groups help amplify diverse perspectives, foster a sense of belonging and inform initiatives that strengthen inclusion across HCF.

Women represented 60% of the Board and 40% of the Executive Management Team during FY26. We continued to invest in the development of future leaders through initiatives including the Chief Executive Women's Leaders Program and our CARM Women in Leadership Program. Through partnerships and employee-led networks, including Women in Technology, Career Seekers Australia and our Inclusive Leadership Program, we also broadened pathways for leadership, sponsorship and career development for women and people from underrepresented backgrounds.

We also continued to advance leading practices in workplace flexibility and family inclusion. During FY26, HCF was re-certified as a Family Friendly Workplace, achieving a score of 87% against the National Work and Family Standards, significantly exceeding the national benchmark. More than 90% of employees agreed they could effectively balance their work and personal commitments, while our gender-neutral parental leave policy continued to support shared caregiving, with men accounting for 33% of parental leave applications.

LOOKING FORWARD

As we implement our 2030 Strategy, we remain focused on strengthening the foundations that enable HCF to deliver long-term value for members. Our mutual, not-for-profit model continues to guide every decision we make, ensuring we can reinvest in better products, services and healthcare outcomes for members.

In the year ahead, the Board will continue to focus on affordability and value for members, strengthening our capital position, and investment and technology decisions to shape future member experiences.

I extend my sincere thanks to my fellow Directors, to Lorraine Thomas and the Executive Management Team, and to our people across HCF whose dedication and commitment bring our promise of Uncommon Care to life every day. Most importantly, I thank our members for their continued trust and support. It is a privilege to serve a member-owned organisation, and we remain steadfast in our commitment to creating enduring value for every member.

On behalf of the Board, I am pleased to present HCF's 2026 Corporate Governance Statement.

Annette King
Chair, HCF Board

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1. GOVERNANCE APPROACH & FRAMEWORK

The Hospitals Contribution Fund of Australia Ltd (HCF or Company) is an Australian registered public Company (under the *Corporations Act 2001 (Cth) (Act))* limited by guarantee. We're also registered under the *Private Health Insurance Act 2007* and are Australia's largest not-for-profit private health insurer.

The Company has no share capital and as a result, no shareholders. The members[1] of the Company are the formal custodians of HCF. The Members (previously referred to as Councillors), are entitled to vote under the Act at Company meetings. Up to 16 Elected Members are elected by the Voting Policyholders[2] (or appointed by the Directors where there is a casual vacancy) and up to eight Director Members are appointed by the Board.

Figure 1 below sets out the structure of the operating companies within the HCF Group.

PROFILE

HCF Life is a wholly owned subsidiary of HCF which provides an innovative range of life, income protection, critical illness and accident products.

The HCF Research Foundation focuses on funding health services research that can benefit HCF members and all Australians.

We're committed to maintaining a high standard in our governance practices and seek to:

- lead industry reforms through active engagement with the government and regulators
- integrate best practice governance standards into our operations.

The governance practices across the HCF Group also comply with prudential standards applicable to HCF Group's Australian Prudential Regulation Authority (APRA) regulated entities.

The information in this statement is current as at 30 June 2026, unless where indicated, and has been approved by the Board.

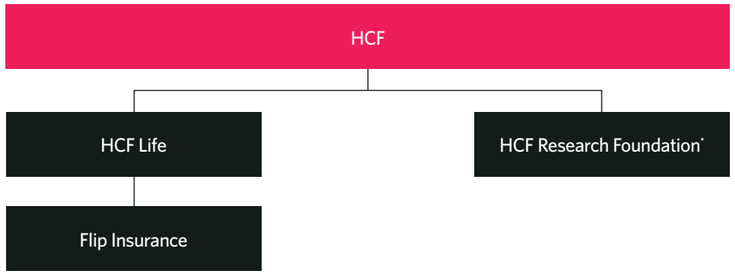
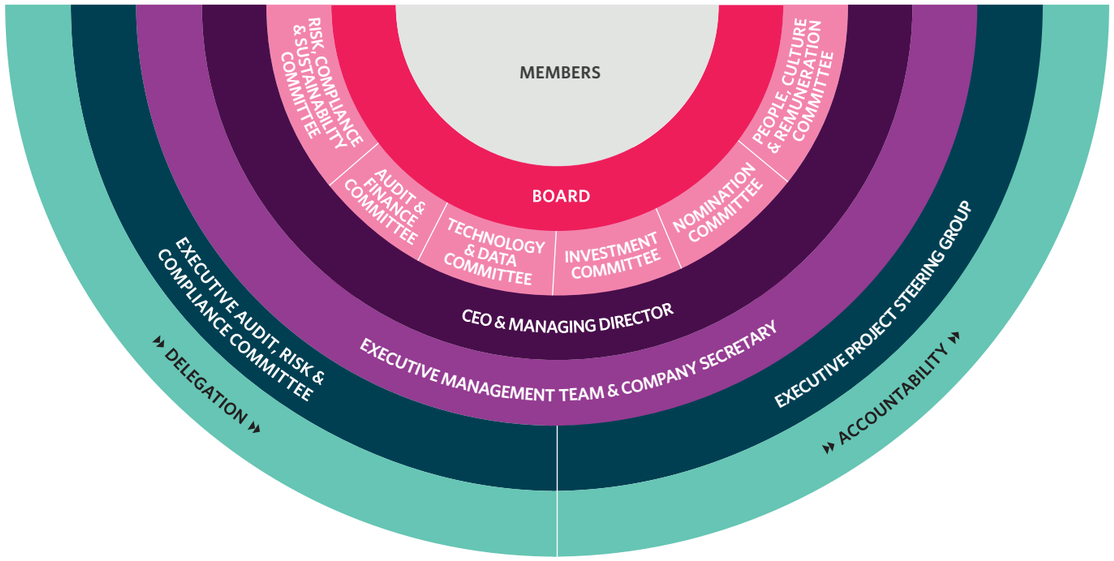


Figure 1: Structure of operating companies within HCF Group.

1. A reference to a member of the Company is to the meaning as defined in the *Corporations Act 2001 (Cth)*. It does not mean a member of the health fund, a policyholder or a contributor. Policyholders are not members and have different rights under the HCF Constitution including to vote on a scheme of arrangement. Policyholders are customers of HCF, with rights and obligations under the HCF Fund Rules.
2. A voting Policyholder includes the Directors, HCF customers who were, on or around 24 November 2011, a 'voting contributor', and HCF customers that have been a hospital cover Policyholder for a continuous period of at least five years. A voting Policyholder can participate in an election of Elected Members.

THE DIAGRAM BELOW SUMMARISES OUR GOVERNANCE FRAMEWORK



MEMBERS

The Members are a key part of HCF's governance framework. There are two types of Member: Elected Members (up to 16 individuals elected by Voting Policyholders[2] eligible to vote) and Director Members (eight individuals consisting of the Chair of the HCF Board and seven HCF Directors). The Members are governed by a Charter, which serves as a guiding document for the roles, responsibilities and functions of Members. A biennial review of the Charter is required by the Elected Members. The most recent review was completed in March 2026, with the next review scheduled for 2028.

Members exercise powers that either the Act or the HCF Constitution require to be reserved for a general meeting.

These include:

- electing and/or removing directors
- appointing and/or removing the external auditors
- approving alterations to the HCF Constitution
- changing the company type of HCF
- calling meetings and/or proposing resolutions (in limited circumstances)
- setting director remuneration and approving certain financial transactions (such as related party transactions).

As HCF is a Company limited by guarantee, in the event it's wound up, each Member is required to contribute up to $2 towards the property of the Company. The HCF Constitution doesn't allow for the distribution of any property or profit of the Company to Members and requires that, upon winding up, any surplus must be given or transferred to a person or entity with similar objectives to those of HCF.

HCF Group relates to all companies within the HCF Group. The operating companies within the HCF Group are currently HCF, HCF Life and HCF Research Foundation Ltd (as trustee for the HCF Research Foundation*) and Flip Insurance. The Board and Board Committees is a reference to the Board and Board Committees of HCF.

2. BOARD ROLE & RESPONSIBILITIES

BOARD ROLE & RESPONSIBILITIES

The Board is responsible for the Company's governance, business continuity and long-term viability. Its role and responsibilities are described in the Board Charter, which is available on our website at **hcf.com.au**

The Board delegates certain functions and authority to Board committees, as set out in committee charters and to management, as set out in the HCF Group Delegation of Authority Policy. It retains authority for:

- **strategy** — setting, monitoring and revising strategic direction and performance objectives
- **oversight of management** — appointing and removing the Chief Executive Officer & Managing Director (CEO & MD), Group Company Secretary, Group Chief Financial Officer and Chief Risk Officer; approving succession plans; and monitoring senior management performance against agreed criteria
- **remuneration and performance incentives** — succession plans for the CEO & MD
- **oversight of financial and capital matters** — approving and monitoring performance against financial budgets; approving financial statements, and considering the Financial Condition Report and the Internal Capital Adequacy Assessment Process Report; appointing the external auditor (subject to confirmation by Members); appointing and removing investment advisers and the Head of Internal Audit; and reviewing, approving and monitoring the progress of major capital expenditure, capital management, acquisitions and divestitures and investment management
- **risk management and compliance** — approving the risk appetite statement and risk management and compliance frameworks; and monitoring the effectiveness of and compliance with certain policies governing HCF's operations (including ensuring regulatory reporting and notification requirements are met).

CEO & MANAGING DIRECTOR

The Board has delegated authority to the CEO & MD to deliver corporate objectives. This authority extends to all areas except those reserved to the Board or Members.

The CEO & MD remains accountable to the Board for all authority delegated including authority further delegated to management and/or management committees.

EXECUTIVE MANAGEMENT TEAM

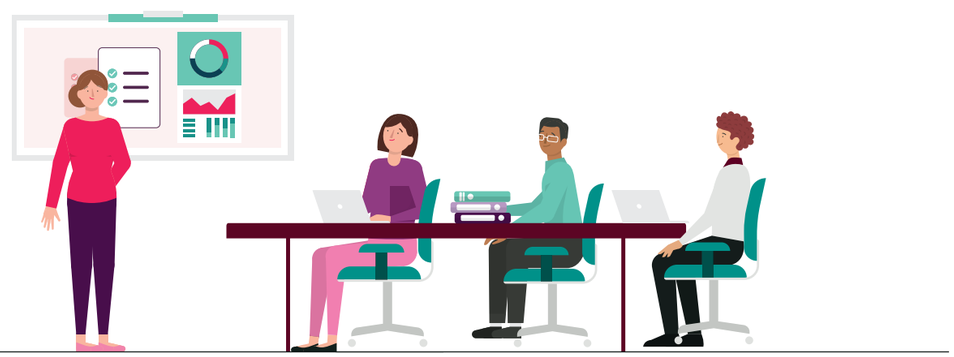
The primary role of the Executive Management Team is to assist the CEO & MD to pursue the corporate objectives by:

- providing leadership
- debating and resolving matters of importance to the HCF Group
- implementing strategic objectives, determining priorities and agreeing the manner in which these will be achieved (in collaboration with the CEO & MD) within the risk appetite set by the Board
- overseeing and reviewing business operations against agreed metrics.

It also provides the Board with accurate, timely and clear information to enable the Board to perform its responsibilities and decision-making duties.

GROUP COMPANY SECRETARY

The Group Company Secretary is accountable to the Board, through the Chair and CEO & MD, on matters relating to the proper functioning of the Board and Committees.



BOARD COMPOSITION & INDEPENDENCE

Pursuant to *APRA Prudential Standard CPS 510,* the Board must have a minimum of five Directors, the majority of whom are independent. In accordance with the HCF Constitution, the Board has determined that there won't be more than 10 Directors.

As at 30 June 2026, there were 10 Directors on HCF's Board: nine Non-Executive Directors, who are independent, and one Executive Director, being the CEO & MD.

The HCF Constitution requires directors to meet certain eligibility criteria (Elected Director Eligibility Criteria) to satisfy skills, expertise, experience and behavioural attributes, as well as meet independence criteria.

On appointment, each Director is required to provide information to the Board to assess their independence as part of their consent to act as a Director. The Board regularly assesses the independence of each Director.

The Board has determined that all current Non-Executive Directors, including the Chair, are independent and free of any relationship which may conflict with the interests of HCF and the HCF Group in accordance with the approved criteria for assessing independence as per Schedule 3 of the Constitution.

The HCF Board and Committee composition and Director tenure (as at 30 June 2026) are set out in the table below.

DIRECTOR	TENURE (YEARS)	BOARD	AUDIT & FINANCE COMMITTEE	INVESTMENT COMMITTEE[2]	RISK, COMPLIANCE & SUSTAINABILITY COMMITTEE	NOMINATION COMMITTEE	PEOPLE, CULTURE & REMUNERATION COMMITTEE	TECHNOLOGY & DATA COMMITTEE
	YEARS[1]	MEMBERSHIP						
INDEPENDENT NON-EXECUTIVE DIRECTOR								
A. King	3	✓*	-	-	-	✓*	-	-
T. Agnew	6	✓	-	-	-	✓	✓^	-
J. Barrington	11	✓	✓	✓	✓^	✓	-	-
M. Bassingthwaighte	6	✓	-	✓^	-	✓	✓	-
M. Compton	2	✓	-	-	✓	✓	-	-
A. Hagan	0	✓	-	-	✓	✓	-	✓^
C. Hallinan	7	✓	✓	✓	✓	✓	-	✓
R. Low	0	✓	✓^	-	✓	✓	-	✓
K. Price	2	✓	-	-	-	✓	✓	✓
EXECUTIVE DIRECTOR								
L. Thomas	1	✓	-	-	-	✓	-	

1. Completed years of service as a Director at the date of this statement.

2. In addition to the three HCF Directors, this Committee is also comprised of a fourth external Committee member

* Chair of Board.

^ Chair of Committee.

Details of the Directors' skills, experience and special expertise are set out in the Directors' report, contained in HCF's Financial Report Financial Year 2025–26 available at hcf.com.au

BOARD COMMITTEES

Six committees assist the Board in carrying out its duties. Each committee has its own charter which sets out its role and responsibilities, conduct and member composition. Additional executive committees, including the Executive Audit, Risk & Compliance Committee and Executive Project Steering Group, are convened to assist the CEO & MD to monitor projects and risk and compliance.

The Board reviews committee membership annually to maintain both continuity and fresh perspectives. All Directors have access to committee papers and non-committee members can attend committee meetings as invitees, subject to there being no conflict of interest. Directors attending as invitees may ask questions and share their views.

BOARD & COMMITTEE MEETINGS

Last financial year, the Board held nine scheduled meetings and three additional out-of-cycle meetings. An annual Board Strategy Session was also held. The members of each committee and their attendance at Board and committee meetings is set out in the Directors' Report, contained in HCF's Financial Report Financial Year 2025–26 found at **hcf.com.au**

BOARD COMMITTEE	HOW EACH COMMITTEE ASSISTS THE BOARD	THE COMMITTEE'S MEMBERSHIP
Audit & Finance	The Audit & Finance Committee provides an objective, non-executive review of the effectiveness of the Company's financial reporting, internal control and risk management framework in accordance with legislative and regulatory requirements. The principal role of the Committee is to assist the Board in its oversight and responsibilities around financial reporting, external audit, internal audit, internal control and appointed actuary.	The Committee will be comprised of at least three Non-Executive Directors with a majority to be independent. All Committee members will be financially literate. At least one Committee member will have accounting and/or related financial management expertise.
Investment	The Investment Committee assists in setting the investment strategy, investment policy and to provide oversight of the investments of the HCF Group and to advise and make recommendations to the HCF Group in relation to investment strategy and policy.	The Committee will be comprised of at least three Directors of HCF with a majority to be independent. Collectively the Committee will have experience in financial markets, property and accounting/financial management and an understanding of the industry in which the Company operates.
Nomination	The Nomination Committee oversees, reviews and makes recommendations to the Board regarding the HCF Group and Board Committee composition, competencies and diversity, and HCF Group Board succession planning. The Committee is responsible for evaluating the performance of the Group Boards, Committees and Directors, and recommendations around Member appointments, elections and terminations and assessments of Director independence.	The Committee will be comprised of at least three Non-Executive Directors with a majority to be independent.
People, Culture & Remuneration	The People, Culture & Remuneration Committee oversees the development and implementation of key people, culture and remuneration practices of the HCF Group. The Committee exercises oversight of the design, operation and monitoring of the HCF Group remuneration framework and associated policies and practices.	The Committee will be comprised of at least three Non-Executive Directors with a majority to be independent.
Risk, Compliance & Sustainability	The Risk, Compliance & Sustainability Committee provides an objective, non-executive oversight of the implementation and operation of the Company's risk management framework and compliance management in accordance with legislative and regulatory requirements. The principal role of the Committee is to assist the Board in assessing the effectiveness of the Company's risk, compliance and sustainability framework, including monitoring that an appropriate framework of policies, procedures, internal controls and reporting are established and maintained.	The Committee will be comprised of at least three Non-Executive Directors with a majority to be independent. Collectively the Committee will have experience in risk and compliance management.
Technology & Data Committee	The Technology & Data Committee provides an objective, non-executive review of the effectiveness of the IT strategy and operations of the Company, in accordance with legislative and regulatory requirements, where applicable. The Committee assists the Board to fulfil its duties and responsibilities relating to the technology and data requirements of the HCF Group and oversee alignment between technology initiatives and HCF's strategy.	The Committee will be comprised of at least three Non-Executive Directors with a majority to be independent.

BOARD SKILLS MATRIX

To ensure the Board has the optimal mix of skills, knowledge and experience, a Board Skills Matrix is reviewed by the Nomination Committee and updated annually or as required.

A summary of eight critical and 10 general skills, knowledge and experience categories are set out below and represent key areas that the Directors are regularly assessed against. All skills are well represented on the Board.

CRITICAL BUSINESS SKILLS	
Member experience, brand and customer	• Australian consumer understanding and stratification • Marketing, brand management and digital marketing technology • Experience in corporate and group customers and mutuals and member organisations
Medical and health practitioner	• Mental and allied health clinicians and clinic care delivery • Australian hospitals (public and private) and patient advocacy
Insurance	• Private health and life insurance • Strategic underwriting and product pricing models • Claims and risk management
Strategy	• Broad portfolio-based capital allocation and business planning and budgeting • Strategic process and strategy in a highly regulated environment
Risk management	• Risk management systems and risk reporting • Crisis management • Human resources, people risks and cybersecurity risks
Talent, culture and leadership	• Leadership development and succession and talent management
Major projects, change and transformation	• Substantial projects and transformation • Major technology and change projects including strategy, implementation and vendor management • Project-based governance and risk governance
Regulatory engagement	• Proactive regulatory engagement and regulatory negotiation • Regulatory process, including APRA-regulated experience

GENERAL SKILLS

- **Accounting, financial and investment oversight** including experience with external and internal audit functions and the process and preparation of financial statements.
- **Corporate governance oversight** including experience and understanding of board processes and procedures.
- **Innovation and disruption oversight** including experience with substantial and relevant disruption and industry transformation.
- **CEO experience** with significant leadership, industry-level influence and a proven track record of long-term value creation.
- **Remuneration oversight** including experience with setting balanced remuneration frameworks.
- **Technology, digital and data oversight** including experience with understanding the relevant industry technology, privacy and data regulation and cybersecurity risks and responses.
- **Financing and funding oversight** including experience with equity and debt structures and financing or funding alternatives.
- **Government engagement oversight** including experience with government relations and the political, policy and regulatory process.
- **Communication and corporate affairs oversight** including experience with reputation management, external communication, and crisis management.
- **ESG oversight** including experience with sustainability governance including strategy, risk and oversight mechanisms and environmental management and minimisation.

3. DIRECTOR APPOINTMENT, PERFORMANCE & REMUNERATION

Skills matrix reviewed/ updated → Market search completed* → Nomination committee reviews shortlist → Board reviews and approves candidates for election → Election held^ → Successful candidate induction → Ongoing performance and development

NOMINATION & ELECTION PROCESS

The Nomination Committee reviews the Board's skills matrix and recommends selection criteria to the Board. An Elected Director Eligibility Criteria is also used as a guide for the assessment of candidates, who are evaluated by the Nomination Committee. External consultants may be engaged to provide input when needed.

Shortlisted candidates are evaluated by the Board and include consideration of background, experience, professional skills and compatibility with the existing Board. Members receive relevant information about the candidates for election.

Final probity checks are undertaken on the successful candidate(s). Each new Director is issued a Letter of Appointment, detailing their responsibilities, terms and conditions, role expectations and remuneration. A Deed of Access, Indemnity and Insurance is also executed.

INDUCTION & TRAINING

New Directors complete a comprehensive induction program tailored to their experience, covering our business, strategy and current Board issues. The program includes meetings with the Chair, the CEO & MD, Board committee chairs, senior management and the Group Company Secretary.

Directors maintain ongoing education through relevant programs and site visits, while the Group Company Secretary provides Directors with ongoing guidance on corporate governance, the HCF Constitution, and regulatory and legal matters.

INTERIM APPOINTMENTS

If the Board appoints a new director during the year to fill a casual vacancy in the position of an Elected Director, that person must stand for election by Members at the next election.

TENURE OF DIRECTORS

The HCF Constitution requires that at each Annual General Meeting (AGM), 25% of the Elected Directors (excluding the CEO & MD) must retire from office. No Elected Director may retain office for more than four consecutive years without retiring.

Retiring Directors can nominate for re-election (without Board approval) provided their cumulative tenure does not exceed 12 years.

PERFORMANCE EVALUATION

The Board conducts annual internal self-assessments of its performance, including reviews of the Board, Board committees and individual Directors. This process ensures the Board and Board committees are functioning effectively. Reviews are also facilitated by an independent external consultant at least every three years.

These reviews cover each Director's contributions, strengths and improvement areas, with results discussed by the Board.

The Chair of the Board meets individually with Directors to discuss performance and development opportunities.

REMUNERATION

Independent remuneration consultants advise the People, Culture & Remuneration Committee to align remuneration with market standards.

Non-Executive Directors receive directors' fees and superannuation contributions. Any proposed increases to their remuneration pool must be approved by Members at the AGM. The FY25 Remuneration Disclosure Report can be found at **hcf.com.au**



* Where a vacancy exists.

^ Election not held for appointments to HCF Life and HCF Research Foundation Boards.

4. AN INCLUSIVE & COLLABORATIVE WORKPLACE

OUR PROGRESS & FOCUS

HCF is committed to fostering a workplace that's welcoming, inclusive and collaborative. Our goal is to ensure all employees experience safety, belonging and equal opportunity, irrespective of their age, ethnicity, cultural or religious background, gender identity, disability, education or income.

Our Diversity and Inclusion policies, partnerships and initiatives are designed to celebrate diversity and provide employees with the opportunity to use their unique skills and experiences to reach their full potential in support of our members.

HCF offers equal opportunity across all aspects of employment, including recruitment, promotion, development, recognition and reward.

Our People, Culture & Remuneration Committee oversees our Diversity and Inclusion Policy and related strategies, initiatives and outcomes. During FY26, we continued to strengthen our commitment to creating an inclusive workplace through the following achievements:

Diversity and inclusivity — We monitor our progress through employee listening and engagement measures, recognising that inclusion and belonging are key drivers of employee engagement and performance. During FY26, we continued to support our Employee Reference Groups (ERGs). Through these groups, we continue to bring our values of Staying Human and Walking in Their Shoes to life.

Gender Equality Strategy — Our Gender Equality Strategy outlines our vision, objectives and actions to advance gender equality across HCF. The strategy focuses on reducing barriers to progression and addressing key areas including gender representation, flexible work, respectful workplace culture, carer support, leadership development and gender pay equity.

Gender balance in leadership — HCF is committed to building a leadership team that reflects the diversity of its workforce, members and communities. During FY26, women represented 40% of the Executive Management Team and 60% of the Board. The appointments of Lorraine Thomas as CEO & Managing Director and Annette King as Chair of the Board reinforced female representation at our most senior levels. These outcomes reflect HCF's ongoing commitment to gender equality, diverse perspectives in decision-making and the advancement of women in leadership.

Gender Equality Matters (GEM) ERG — During FY26, GEM continued to support the delivery of HCF's Gender Equality Strategy by championing initiatives that promote gender equity, inclusion and career development. The group partnered with internal and external stakeholders to support leadership development opportunities, women's networking initiatives, carers' support, gender affirmation and broader inclusion activities. GEM also provided employee insight and feedback to inform policies, programs and workplace practices.

Getting there together — Our Diversity and Inclusivity Strategy provides employees with opportunities to contribute to diversity and inclusion initiatives through employee listening activities, focus groups and programs led by our People & Culture team and ERGs. Sponsored by our Executive Management Team, these initiatives continue to strengthen an inclusive, collaborative and high-performing culture.

Respect at Work — Our Inclusive Workplace, Respect & Equity Policy reinforces our commitment to maintaining a workplace free from discrimination, bullying, harassment and victimisation. We continue to foster a safe and respectful environment where cultural identity, heritage and individual differences are valued. In support of our Innovate Reconciliation Action Plan, we proactively address behaviours and attitudes that may perpetuate racism and provide our people with education on maintaining respectful workplaces and preventing unlawful harassment.

Family Friendly Workplace Action Plan — During FY26, HCF was re-certified as a Family Friendly Workplace, achieving an overall score of 87% against the National Work and Family Standards, significantly exceeding the external benchmark of 64%. HCF also became a Supporting Sponsor of the Family Friendly Workplaces program, reflecting our commitment to leading practice in flexible work and family inclusion. We continue to support employees across all life stages and family structures.

Our gender-neutral Parental Leave Policy continues to support equitable caregiving and remains highly valued by employees. Men represented 33% of parental leave applications during FY26, demonstrating continued progress in shared caregiving arrangements across the workforce. Flexibility remains a key enabler of inclusion and equality, with 90% of employees agreeing they can effectively manage work and other commitments. We have continued to enhance flexibility for frontline employees through additional leave provisions and other initiatives designed to support work-life balance.

We also remain committed to supporting employees impacted by Family and Domestic Violence. Through our Family and Domestic Violence Policy, trained First Responders, ongoing education and support services, we continue to provide a comprehensive and individual-led approach to supporting employees experiencing Family and Domestic Violence.

Inclusive Leadership Program — In partnership with Parents at Work, HCF continued to deliver the Inclusive Leadership Program during FY26. The program supports leaders to build inclusive workplace cultures, lead diverse and multi-generational teams, and foster a sense of belonging for all employees. The program contributes to enhanced leadership capability and supports the mental health, safety and wellbeing of our people.

Chief Executive Women's Leadership Program — HCF continued to support senior women leaders to participate in the Chief Executive Women program in FY26, providing access to external development, mentoring, advocacy and networking opportunities. The program forms part of HCF's broader focus on increasing women's representation and progression in leadership, supported by internal leadership development, networking forums and targeted programs for women across the organisation. During FY26, Culturally & Racially Marginalised Women (CARM) women and two senior leaders attended the Chief Executive Women program, reinforcing our focus on inclusive leadership.

Career Seekers — HCF continued its partnership with Career Seekers Australia during FY26, supporting pathways for people from refugee and asylum-seeking backgrounds through practical employment readiness initiatives. The Talent Acquisition team continued to provide volunteer-led support, including mock interviews, job application coaching and interview preparation, helping participants build confidence and transition into the Australian workforce. During FY26, planning also progressed for Refugee Week and World Refugee Day activity, including CARM-led storytelling and recognition.

Women in Technology — HCF has established a Women in Technology network to support employment opportunities, development and career progression for women in technology teams. A mentoring program has been developed, and storytelling through career conversations and video content provides opportunities for women in technology to share their experiences, increase visibility and support the attraction and retention of women at HCF.

Realise. Inspire. Support. Energise. (RISE) program — During FY26, HCF continued its participation in the RISE program, a national initiative supporting culturally and racially marginalised women to progress into senior leadership by addressing systemic and organisational barriers. The program is led by Diversity Council Australia, Settlement Services International and Chief Executive Women, with funding from the Australian Government Office for Women. HCF participants had access to coaching, leadership development and end-of-project presentations. The RISE Project Insights Report released in July 2026 highlighted the importance of moving beyond one-size-fits-all gender equity strategies and addressing systemic barriers affecting CARM women. Key areas included building racial literacy, centring CARM women's voices in decision- making, improving access to sponsorship and networks, and strengthening data and metrics. HCF is using these insights to inform future initiatives, including the development of its FY27 CARM Women in Leadership program.

Culturally & Racially Marginalised Women (CARM) ERG — During FY26, the CARM ERG continued to build on the foundations established in 2025, providing a dedicated forum for connection, advocacy and development for culturally and racially marginalised women at HCF. The ERG supports HCF's vision for cultural, racial and gender diversity, equity and inclusion, with a focus on making a measurable positive difference to the careers of CARM women. During FY26, the ERG continued to raise awareness of the barriers that can arise at the intersection of culture, race and gender, while supporting coaching, mentoring, networking and program development activity through RISE and related initiatives.

Hearts & Hands ERG — Hearts & Hands brings together Aboriginal and Torres Strait Islander and non-Indigenous employees to support reconciliation, cultural learning and connection across HCF. During FY26, HCF launched its Innovate Reconciliation Action Plan, which focuses on Respect, Relationships, Opportunities and Governance. The group supported activity during National Reconciliation Week and NAIDOC Week, including cultural learning opportunities, weaving workshops, First Nations Insights participation and representation at RAP Learning Circle training. These activities help build cultural awareness and strengthen HCF's commitment to reconciliation in our workplace and broader community.

RAISE Disability ERG — The RAISE Disability Group continued to support HCF's focus on accessibility, disability inclusion and workplace adjustments during FY26. In partnership with the Australian Disability Network, the group contributed to initiatives designed to improve our ability to attract, support and retain employees who live and work with disability, as well as employees who care for others with disability. Activities during the year included neurodiversity awareness sessions, the finalisation of HCF's Workplace Adjustment Policy, ongoing work towards Disability Confident Employer accreditation and the commencement of Disability Confident recruiter training for the Talent Acquisition team.

Thrive ERG — Thrive represents LGBTQI+ employees and allies, supporting a collaborative and psychologically safe environment where employees can bring their whole selves to work. During FY26, Thrive continued to promote awareness, education and inclusion through activities connected to Mardi Gras, Picnic for Pinnacle, IDAHOBIT Day and other employee engagement initiatives. HCF also continued its partnerships with Pride in Diversity and The Pinnacle Foundation. In 2026, HCF achieved Australian Workplace Equality Index Gold Tier status, recognising the sustained contribution of the Thrive ERG, People & Culture allies and executive sponsorship in building a more inclusive workplace.



WORKPLACE GENDER DIVERSITY

The Board is committed to gender diversity and equity.

HCF BOARD[1]



FEMALE 60% **MALE** 40%

HCF LIFE BOARD[2]



FEMALE 50% **MALE** 50%

EXECUTIVE MANAGEMENT TEAM[3]



FEMALE 40% **MALE** 60%

OTHER MANAGERS



FEMALE 50% **MALE** 50%

REMAINING WORKFORCE



FEMALE 70% **MALE** 30%

OVERALL



FEMALE 68% **MALE** 32%



Source: Data is based on HCF Group's 2025 Workplace Gender Equality Agency Report.

1, 2 and 3. Includes the HCF CEO & Managing Director.

5. PROMOTING ETHICAL & RESPONSIBLE BEHAVIOUR

The Board is strongly committed to ethical and responsible business practices. The following codes of conduct and policies help ensure the HCF Group is run with integrity and that it remains focused on the goal of delivering value to its customers and members.

PRIVATE HEALTH INSURANCE CODE OF CONDUCT

As a signatory to the industry's voluntary Private Health Insurance Code of Conduct, we're committed to following industry best practices.

This self-regulated code sets standards for dispute resolution, employee training, intermediary responsibilities, policy documentation, notification processes for detrimental product or hospital contracting changes, guidelines for pre-existing conditions, cooling-off periods and privacy protections.

HCF GROUP CODE OF CONDUCT

The HCF Group Code of Conduct (Code) sets out the principles which govern the behaviour and conduct of our employees and is aligned to our core values.

The Code broadly expects employees to:

- treat each other with respect and maintain professionalism
- act with honesty, integrity and do the right thing
- comply with the Code and applicable laws
- have the courage to speak up on behaviours or conduct inconsistent with HCF values
- keep ourselves and our workplaces safe
- protect our business, reputation and members.

OTHER INTERNAL POLICIES & PROCEDURES

We have several key policies to manage our compliance and people and culture requirements. There is a range of guidelines, communications and training processes and tools to support these policies.

IDENTIFYING & MANAGING CONFLICTS OF INTEREST

The Board is conscious of its obligations to ensure directors appropriately manage any conflicts of interest (actual, potential or apparent) between their duty to the Company and their own interests. The Board has adopted a procedure to ensure any actual, potential or apparent conflicts of interest of Directors are disclosed to the Board.

Any Director with a material personal interest in a matter being considered by the Board must declare their interest and, unless the Board resolves otherwise, they may not participate in boardroom discussions or vote on such matters. In addition, Directors are required to disclose any actual, potential or apparent conflict of interest on appointment as a Director and are required to keep these disclosures up to date.

IDENTIFYING & REPORTING INAPPROPRIATE CONDUCT

Our values-led culture encourages our people to raise any issues or concerns with their leaders, managers and, where appropriate, directly with the relevant party.

We also provide multiple mechanisms to raise and escalate issues, including:

- behaviours or activities that aren't in accordance with the Code and other HCF policies
- raising issues directly with our People & Culture or Risk, Legal & Compliance teams
- through our independent external whistle-blower service, Your Call.

We have a whistle-blower policy to protect employees who make reports about suspected breaches of our regulatory obligations or internal policies through these channels. The whistle-blower program is designed to comply with applicable whistle-blower protection laws. Concerns about breaches of our regulatory obligations or internal policies or procedures can also be raised anonymously in accordance with our whistle-blower policy and process.



6. SUSTAINABILITY

A SUSTAINABLE FUTURE FOR HEALTHY COMMUNITIES

As Australia's largest not-for-profit health fund, we're focused on positively impacting the health of our members, our people, the community and the environment, while delivering great value for members.

The HCF Board has the ultimate responsibility for overseeing HCF's sustainability priorities, ensuring these considerations are integrated into our strategy and risk management framework. The Risk, Compliance & Sustainability Committee supports the Board in monitoring sustainability performance, risk assessment and management. The People, Culture & Remuneration Committee reviews progress against our Social Partnerships and Reconciliation Action Plan goals.

SOCIAL ISSUES IMPACTING HEALTH OUTCOMES

We recognise our responsibility to contribute to healthier, more resilient communities. Through our social mission, we seek to address the broader social issues that influence health outcomes and help create lasting positive impact for individuals and communities.

HCF RESEARCH FOUNDATION

The HCF Research Foundation is one of Australia's leading non-government funders of health services research, supporting real-world solutions to improve healthcare delivery, inform policy and benefit HCF members and all Australians.

Funded projects span a wide spectrum of health issues. In FY26 we sought to support research to improve the experience of the healthcare workforce, evaluate approaches to address unnecessary emergency department presentations, reduce the risk of chronic pain leading to opioid addiction and understand unexpected variations in practice relative to clinical practice guidelines.

ROYAL FLYING DOCTOR SERVICE (RFDS SA/NT) PARTNERSHIP

Our partnership with the Royal Flying Doctor Service (RFDS SA/NT) reflects a shared commitment to improving access to quality healthcare for Australians living in rural and remote communities.

Through a six-year funding commitment, HCF is supporting the purchase and maintenance of RFDS aircraft, as well as the critical medical equipment needed to provide life-saving care and essential health services. Together, we are helping to deliver better health outcomes and ensure communities across regional and remote Australia have access to the care they need, when they need it most.

THE SMITH FAMILY PARTNERSHIP

We know that higher levels of education have close links to socio-economic status and improved health outcomes, which is why we've partnered with The Smith Family to enable 1,500 young students who are experiencing disadvantage to be part of The Smith Family's *Learning for Life* program. This program provides long-term support for school essentials, personal support for the child and their family, and practical support through access to learning and mentoring programs.

NETBALL AUSTRALIA PARTNERSHIP

Our partnership with Netball Australia reflects our shared commitment to improving the health and wellbeing of Australians, particularly women and girls. By supporting participation in netball at every level, we help create opportunities for people to stay active, connected and healthy, reaching more than one million participants nationwide.

HCF'S RECONCILIATION ACTION PLAN (RAP)

In FY26, HCF launched our Innovate RAP, marking the second phase of our reconciliation journey. Our Innovate RAP focuses on strengthening relationships, developing strategies that empower communities, and exploring new ways to improve health outcomes for Aboriginal and Torres Strait Islander peoples. We're committed to working in partnership with Aboriginal and Torres Strait Islander-led organisations to create lasting, meaningful impact.

MODERN SLAVERY

Under the *Modern Slavery Act 2018 (Cth)* HCF is required to prepare an annual statement describing the risks of modern slavery in our operations, supply chain and investments, and the actions we have taken to address those risks.

HCF's FY25 Modern Slavery Statement was published in November 2025 and is available on our **website**.

HEALTHY PLANET, HEALTHY PEOPLE

At HCF, we understand that a healthy planet is crucial to our own health and wellbeing, which is why we seek to reduce our environmental impact.

We recognise the significance of climate-related risks and the impact these may have on the health of our members, the community and HCF's ability to execute its strategy.

We continue to focus on improving how environmental and social risks are managed within our risk management framework.

More information on how we have identified and managed climate-related risks, key metrics and targets, and governance of climate-related matters can be found in our **Sustainability Report Financial Year 2025-26**. This is prepared in accordance with Australian Sustainability Reporting Standard AASB S2 and is available on our **website**.

In FY26, we achieved net zero in our Scope 1 and Scope 2 (market-based) emissions for the second consecutive year. 100% of our electricity use was renewable, from a combination of green energy contracts and unbundled Australian renewable energy certificates. We purchased and retired high-quality carbon offsets to cover Scope 1 emissions, sourced from the Mapoon Carbon Project (Qld), which is a savanna fire management project, supporting local Indigenous Land and Sea Rangers to care for their country using a blend of traditional ecological knowledge and climate science.

7. STAKEHOLDER ENGAGEMENT

INFORMATION SESSIONS FOR ELECTED MEMBERS

We engage with our Elected Members both formally and informally throughout the year.

Outside of our AGM, the Company holds information sessions with Elected Members and Director Members (supported by appropriate reports and materials) to present and discuss the strategic and operational performance of the Company and adequacy of governance control and oversight. In between these information sessions Elected Members are updated, as required, on key developments and governance matters within the Company. The Member Charter is regularly reviewed by the Members.

The Members have a Member Convenor who facilitates meetings of the Members, without the Director Members present, and works with the Board Chair to facilitate discussions and raise any matters, as required. Elected Members are encouraged to engage with the Board and the Company through the Member Convenor, Board Chair and the Group Company Secretary.

GOVERNMENT RELATIONS

We strive to take a leadership role in reforms that impact entities within the HCF Group.

We regularly engage with government at all levels to provide input into policy debates and help shape reform.

ATTENDANCE OF EXTERNAL AUDITOR AT THE AGM

Our External Auditor attends the AGM and is available to answer questions from Members on the:

- conduct of the audit
- preparation and content of the audit report
- accounting policies adopted by HCF in relation to the preparation of the financial statements
- independence of the auditor in relation to the conduct of the audit.

REGULATOR RELATIONS

We actively engage with our key regulators and maintain open and cooperative relationships. We bring a proactive approach to engaging and working with regulators on material matters.

Our Group Risk, Legal & Compliance function develops appropriate strategies and processes to mitigate regulatory non-compliance risk. We regularly review our governance practices to ensure we meet regulatory requirements and evolving regulatory obligations.

Go to hcf.com.au/governance for further information including the Member Charter and a list of our current Elected Members and Director Members.



8. RISK MANAGEMENT

RISK MANAGEMENT FRAMEWORK

Key elements to delivering HCF's vision include effective risk management and a sound risk culture. At HCF, we have a risk management framework designed to align with our vision, mission and values.

This framework supports the management of risks that may affect our ability to meet our strategic objectives and business plan. We're committed to maintaining an organisational philosophy and culture which promotes effective risk management as an integral part of business operations.

Led by the Board and Executive Management Team, we promote a 'tone from the top' approach in conducting day-to-day business in a risk-aware manner. The Risk Management Framework is represented below.

BOARD OVERSIGHT

Audit & Finance Committee | Investment Committee | Nomination Committee
People, Culture & Remuneration Committee | Risk, Compliance & Sustainability Committee | Technology & Data Committee

FIRST LINE OF DEFENCE Leadership and Business Management	SECOND LINE OF DEFENCE Risk Management, Legal and Compliance	THIRD LINE OF DEFENCE Internal Audit
Own and manage risk	**Advise, review and challenge business risk management**	**Provide independent assurance on the management of risk**

BUSINESS AND RISK MANAGEMENT

Organisational vision and objectives **2030 Strategy** **Capital Management** **Risk Appetite Statement** **Risk Management Strategy**	Risk Management Policies, Standards and Procedures	Risk management systems and tools	Risk management training and awareness	Risk management information systems including risk monitoring and reporting	Operational and Project/Change Risk management

MISSION | VISION | VALUES | CULTURE

GOVERNANCE

The Board is ultimately responsible for our Risk Management Framework (RMF) and is responsible for the oversight of the RMF's implementation and operation by management. The Board directs and oversees the RMF through the Board Committees, in particular, the Risk, Compliance & Sustainability Committee.

The Board has overall responsibility for ensuring that the RMF governs the way we identify, measure, evaluate, monitor, manage and report risks associated with our decision-making. The Board regularly reviews and approves policies that guide appropriate risk management across the organisation, in particular the HCF Risk Management Strategy and the risk limits within which it expects HCF to operate, as well as ensuring compliance with applicable laws and regulations.

The Board endorses a 'Three Lines of Defence' risk accountability model as set out in the diagram above and on the following page.

In recognition of the importance of effective risk management, our Risk, Compliance & Sustainability Committee assists the Board in fulfilling its corporate governance and risk oversight responsibilities.

The Committee reviews the RMF at least annually. By seeking input from the Executive Management Team and management, the Committee monitors the management of the material risks that have the potential, if realised, to have a material impact on our business operations, member or policyholder interests or our ability to achieve our strategic objectives. These include strategic, financial, insurance, operational, technology, information security and compliance risks.

The Committee also ensures that the RMF remains 'fit for purpose' and meets the requirements of *APRA's Prudential Standard CPS 220 — Risk Management* and *CPS 230 — Operational Risk Management*.

The Executive Audit, Risk & Compliance Committee comprises the Executive Management Team and meets at least quarterly ahead of the quarterly Risk, Compliance & Sustainability Committee meetings. It's responsible for the oversight and management of risk and compliance across the business. It's also responsible for providing the CEO & MD and the Executive Management Team with group-wide visibility of risk, compliance and internal audit matters.

HOW WE MANAGE RISK

HCF adopts a 'Three Lines of Defence' model for risk management accountabilities, as summarised in the diagram below.

FIRST LINE OF DEFENCE Leadership and Business Management	**SECOND LINE OF DEFENCE** Risk Management, Legal and Compliance	**THIRD LINE OF DEFENCE** Internal Audit
Own and manage risk	**Advise, review and challenge business risk management**	**Independent assurance**
• Risk and risk mitigation/control ownership • Identify, manage and assess risks and implement controls to bring risk exposure to within risk appetite • Monitor, assess and test control effectiveness • Remediate risk mitigation/control deficiencies	• Support, advise on and challenge activities and decisions that may have a material impact on HCF business operations, members or policyholders • Develop and maintain risk management tools and the HCF Risk Management Framework (RMF) • Oversee the application of HCF's RMF • Facilitate the embedment of HCF's RMF and Target Risk Culture	**INTERNAL AUDIT** Provides independent assurance on the design and operational effectiveness of: • the risk management framework(s) • compliance and governance processes • the key controls over HCF's Material Risks • HCF's Governance, Risk and Compliance functions

RISK MANAGEMENT

HCF's RMF sets out the principles for the management of risk within HCF. It supports the Company to manage risks that may affect its ability to meet obligations to members and policyholders and to make risk-based decisions which are consistent with its strategic objectives.

Key policy documents include the Risk Management Strategy, Risk Appetite Statement and HCF's Internal Capital Adequacy Assessment Process.

A suite of Board and management strategies, policies, standards and procedures are in place to articulate specific requirements and give guidance for organisational risk management.

FINANCIAL REPORTING

The Board receives regular reporting on the financial condition and operational results of the HCF Group. Management annually provides sign-off to the Board that the Company's financial records for the financial year comply with applicable accounting standards and Company policies and have, in all material respects, been properly maintained in that they correctly record and explain its transactions, financial position and performance. The Board receives and considers the annual confirmation within the reporting period.

MATERIAL RISKS

Achievement of our strategic and financial performance objectives can be adversely affected by risks that are inherent to the Company, given its business operations. These risks are continually monitored by the Board and management to ensure exposures are adequately identified, managed and maintained within the Board-approved risk appetite. These material risks include:

- **External risk**, which includes risks such as government policy or agenda change that impacts HCF or the sectors within which HCF operates, economic environment risk and health insurance industry risks e.g. competitor activity.
- **Strategic risks**, such as reputation risk events, strategic decisions and execution risks.
- **Insurance risk**, which includes the risk of loss due to actual experience (claims) being different to that expected (e.g. at the time of pricing). It can arise as a result of inadequate or inappropriate product design, pricing, underwriting and/or claims management that may expose HCF to financial loss and/or an inability to meet its liabilities.
- **Finance risk** refers to the potential for financial losses arising from factors such as market and investment fluctuations, credit and liquidity exposure as well as the consequences of breaching enterprise or regulatory capital requirements.
- **Operational risk**, which is the risk that may result from inadequate or failed internal processes or systems, the actions or inactions of people or external drivers and events. Operational risk also includes conduct risk, system (technology) risk, cyber risk, artificial intelligence risk and information security risk where the confidentiality, integrity and availability of information assets could be compromised.
- **Compliance risk**, which is the risk of failing to act in accordance with laws, regulations, industry standards and codes, internal policies and procedures.

9. INTERNAL AUDIT

INTERNAL AUDIT STRUCTURE



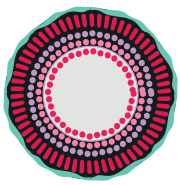
The Internal Audit function independently evaluates the adequacy and effectiveness of controls for the HCF Group.

To maintain objectivity, Internal Audit doesn't manage business activities, day-to-day risk management or control processes, but regularly consults with management to identify issues and risks. Findings and recommendations (including management's response) are reported to the Audit & Finance Committee.

PwC has been HCF's Internal Auditor since 2020, reporting to the Group Chief Financial Officer and the Chair of the Audit & Finance Committee. Meetings are held at least annually with the Audit & Finance Committee without management present.

Governed by an Internal Audit Charter, audit activities are agreed upon annually with management and the Board (via the Audit & Finance Committee) and documented in an Internal Audit Plan. The progress of the Internal Audit Plan is reviewed quarterly to address emerging risks or material changes, with adjustments recommended and agreed as needed.

Internal Audit also provides audit services to HCF Life under a Services Agreement between HCF and HCF Life, with HCF Life's audit plan approved annually by the Board. The Internal Audit Plan includes independent assessment of material risks for HCF Life to ensure adequate audit coverage.



ACKNOWLEDGEMENT OF COUNTRY

HCF acknowledges the traditional custodians of the lands and water upon which we work and live.

We acknowledge Aboriginal and Torres Strait Islander peoples' rich history as traditional healers and scientists, who have taken care of the health of the land and its people for thousands of years.

We give thanks to Elders past and present, who we have much to learn from on our reconciliation journey.

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