



Discover a brighter future



Contents

Acknowledgment of Country	3
Introduction	4
Netwealth’s corporate sustainability framework	6
How to read this report	7
Netwealth’s corporate sustainability governance structure	8
This year at a glance	10
Enhance our core business	11
Be genuine and transparent	18
Foster diversity, talent and wellbeing	25
Create a positive social and environmental impact	35
Key Performance Indicators	45



Acknowledgment of Country

We acknowledge the traditional owners of the lands that we work and live on.

Our offices are on the lands of the traditional owners of the Wurundjeri people of the Kulin Nation in Melbourne, the Turrbal and Jagera people in Brisbane, the Gadigal people of the Eora Nation in Sydney, the Kaurna people of the Adelaide Plains and the Whadjuk Nyoongar people in Perth.

We celebrate the stories, culture and traditions of the Aboriginal and Torres Strait Islander people of all nations, and pay our respects to Elders past and present.

This statement is made by Netwealth Group Limited (Netwealth) on behalf of its reporting entities for the financial year ending 30 June 2025.

Introduction

Kate Temby, Independent Director, Chair of the People & Corporate Sustainability Committee



Kate Temby
Independent
Director

I am pleased to present Netwealth's FY25 Corporate Sustainability Report, which demonstrates our continued commitment to our four sustainability pillars: enhance our core business, be genuine and transparent, foster diversity, talent and wellbeing, and create a positive social and environmental impact. We are dedicated to fulfilling the sustainability expectations of our stakeholders, including shareholders, clients, employees, suppliers, and regulators and creating long-term value through responsible business practices, empowering people, and genuine community engagement.

Our core strategy is to drive change that matters by delivering innovative products and services that leverage data, technology and connectivity. During the year we expanded our range of investment products, options and solutions to cater to the diverse and evolving needs of our clients and advisers and we continue to explore new markets and client segments that align with our platform's value proposition and competitive advantages.

Transparency and governance remained central to our operations throughout FY25. We successfully integrated the Financial Accountability Regime (FAR) into our existing governance and accountability frameworks, further strengthening our commitment to ethical conduct and long-term value creation. We launched a refreshed Code of Conduct to guide our employees on ethical behaviour and decision-making, and published our "Security at Netwealth" webpage to reinforce our commitment to data protection and cybersecurity excellence.

Our people continue to be the foundation to our success, and we are pleased to report our employee engagement score increased to 8.1, a 0.2 improvement from the previous year which places us in the top half of our industry peers.

In FY25, we achieved a significant milestone and met our gender diversity targets for both the Board and Executive team, ahead of our FY26 target. This demonstrates our strong commitment to fostering diversity and flows from our three-year Inclusion and Diversity Strategy Roadmap we launched in 2024. Our efforts to promote inclusive leadership and embed diversity across all levels of the organisation have been supported by a range of initiatives, contributing to an increase in our employee score for inclusion and diversity to 8.5.

Through our corporate sponsorships and the Netwealth Impact Fund, we continue to deepen our community engagement. Our long-standing sponsorship with Banquer Primary has now helped over 150,000 Australian primary school students build financial literacy. Netwealth is also a sponsor for the Centre for Women's Economic Safety who host free, confidential Money Clinics for women experiencing domestic and family violence. Through the Impact fund we raised \$122,000 during FY25 to grant to our charity partners Bridge It and All Things Equal.

We have made progress towards our climate targets. This year we achieved carbon neutrality for our Scope 2 emissions through 100% GreenPower renewable energy procurement across facilities where we have operational control. Our Scope 1 emissions totalled 11.12 tCO₂e, and we continue working toward our medium-term target of achieving carbon neutrality for operational scope 1, 2, and 3 emissions by 2030, and net zero by 2050.

We are proactively preparing for the implementation of our climate-related financial disclosures in line with the Australian Accounting Standards Board (AASB) S2. Our approach includes Governance, Risk

Management, Strategy and Metrics and Targets to integrate and align our practices and reporting with the incoming legislation. As a Group 2 reporting entity, our first Annual Report in compliance with AASB S2 will be the FY27 Annual Report.

We actively monitor our performance, engage with our stakeholders and to identify opportunities and innovation to enhance sustainability across Netwealth. We value your feedback on improving our sustainability efforts. If you would like to provide feedback, please contact our Corporate Sustainability Team at csr@netwealth.com.au.

Thank you to our people for the efforts in building a sustainable and successful business and your interest in our FY25 Corporate Sustainability Report. These achievements reflect our belief that long-term value is created through responsible business practices, empowered people, and a genuine commitment to community and environment. We are proud of our progress and remain focused on building a sustainable future for all stakeholders.

Sincerely,

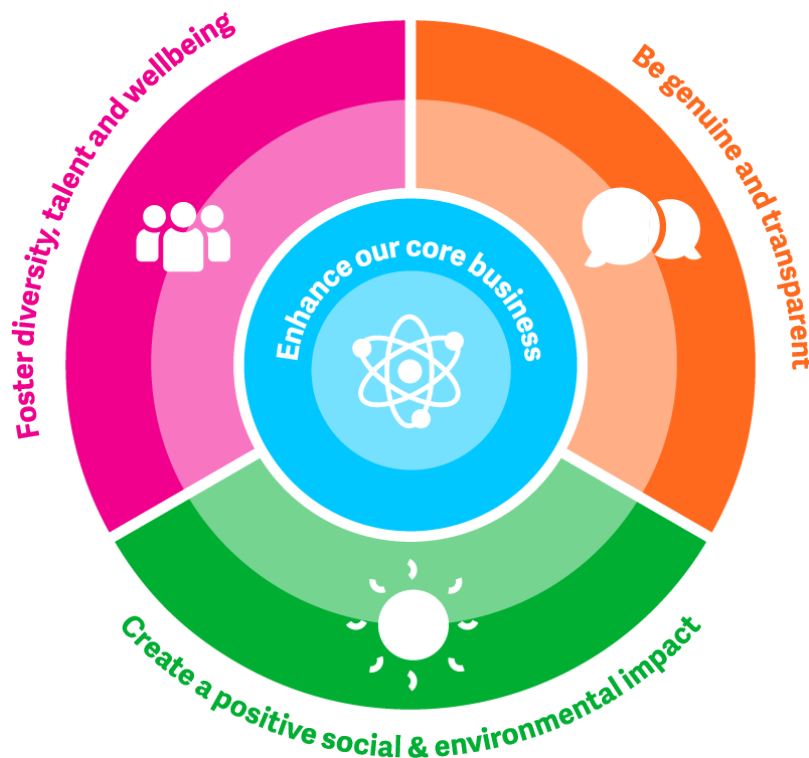
A handwritten signature in black ink, appearing to read 'Kate Temby', with a stylized flourish at the end.

Kate Temby
Independent Director

Netwealth's corporate sustainability framework

At Netwealth we maintain that our core business and corporate vision must be central to our corporate sustainability framework. With a strong core that provides scalable leading technology and service, Netwealth continues to act transparently and genuinely in our compliance and governance practices; operate ethically to manage regulatory and reputation risk; and apply strong cyber security and data governance practices.

Our people are the life of what we do, it is their skills, enterprise and enthusiasm that make Netwealth the company that it is. Our products and services directly reflect our employees' positive performance and therefore their diversity, talent, and wellbeing are critical to our ongoing success. With a strong core; a genuine and transparent approach to governance and a talented, diverse, and healthy workforce, Netwealth seeks to create a positive impact in our community by supporting impact and community partners; raising funds and contributing to not-for-profit organisations aligned to our values; and through giving back by volunteering our time and resources.



How to read this report

For each of our four corporate sustainability pillars we set out the objectives, review what we have achieved this past year and describe what we aim to deliver into the future. Netwealth is accountable for the targets we set ourselves. The following key tracks our progress against the goals we have set out to achieve:

- Completed and ongoing
- ◐ Majority implemented and completion forthcoming
- ◑ Partially implemented
- ◌ Planning completed
- Not started / no progress

We have outlined key performance indicators that support our journey and provide a measurable indication on how we are tracking in our sustainability journey. Refer to pg. 45.

Note that throughout the report unless stated otherwise, 'Netwealth' refers to Netwealth Group Limited (ASX: NWL), and its wholly owned entities. 'Board' or 'The Board' refers to the Netwealth Group Limited Board of Directors. Our reporting period is in line with financial year 2025, 1 July 2024 to 30 June 2025. This report is to be read in conjunction with our FY25 Annual Reporting suite, which includes:

- Annual Report (including the Corporate Governance Statement and Remuneration Report)
- Full Year Results Presentation; and
- Full Year Results Announcement

Disclaimer: This document is for general use. Modification of content is prohibited unless you have Netwealth's express prior written consent.

This document has been authorised for release by the Netwealth Board.

Netwealth's corporate sustainability governance structure

At Netwealth our commitment to corporate sustainability governance is directed and overseen by the Board.

Responsible	Description	Corporate Sustainability Pillars
The Board	Represents and serves the interests of shareholders by overseeing and appraising Netwealth's strategies, values, policies and performance, including overseeing and monitoring Netwealth's corporate sustainability framework.	   
Netwealth Superannuation Services Pty Ltd (NSS) Board	Responsible for the governance of both NSS and the Netwealth Superannuation Master Fund (NSMF) with a focus on delivering member outcomes by supporting the strategic objectives of NSMF.	   
People & Corporate Sustainability Committee (PCSC)	Supports the Board to fulfill its responsibilities across culture, health, safety, environment, climate and social impact and advancing Netwealth's commitment to corporate sustainability by developing, reviewing, and making recommendations on Netwealth's corporate sustainability framework, objectives, metrics and goals.	   
Audit Committee	Supports the Board to oversee the integrity of Netwealth's external reporting of both financial and non-financial information, including sustainability-related disclosures, in accordance with applicable regulations and standards.	  
Compliance and Risk Management Committee	Supports the Board by reviewing and advising on the risk management framework, including governance, conduct, climate, and social risks and contributing to the development of controls that help align Netwealth's risk management practices with its broader strategic and sustainability objectives.	   
NSS Audit, Risk and Compliance Committee	Supports the NSS Board to oversee the integrity of external reporting of financial and non-financial information so as to be compliant with regulations; and Support the NSS Board by reviewing and advising on the risk management framework, including governance, conduct, climate, and social risks and contributing to the development of controls that help align NSS's risk management practices with its broader strategic and sustainability objectives.	   
Remuneration Committee	Oversees the design, operation and monitoring of the remuneration framework. Considers the results of gender pay equity and gender pay gap audits and where required undertake the disclosure of any related issues.	 
Executive team	Manages and implements Netwealth's corporate sustainability initiatives across the business aligned to its strategic decision making.	   
Executive General Manager Product & Marketing	Designs and implements Netwealth's product offering to protect and enhance our core business.	

Responsible	Description	Corporate Sustainability Pillars
Chief Risk, Legal and Governance Officer	Manages and implements Netwealth's governance, conduct and risk management frameworks.	
Chief People Officer	Develops and implements the vision and objectives for Netwealth's Inclusion and Diversity Strategic Roadmap and Remuneration Framework. Proactively identify and manage the physical and psychological health and safety risks of employees.	
Chief Financial Officer	Monitors and reports on the progress of Netwealth's climate risks and opportunities, human rights commitments and corporate social partnerships. Develop and manage financial and climate-related reporting.	  
Sustainability team	Implements initiatives relating to Netwealth's climate risks and opportunities, human rights commitments and corporate social partnerships. Partner with all corporate sustainability pillar owners, the Executive team and the PCSC to monitor, report and disclose progress for sustainability initiatives including our emission reduction plan.	   
Netwealth Impact Group	An employee volunteer committee responsible for fundraising & grant-making through the Netwealth Impact Fund, employee volunteering & giving and supporting initiatives that improve financial literacy and wellness.	
Work Health and Safety Management Committee	Develop procedures relating to health, safety and wellbeing at Netwealth.	 

This year at a glance

Enhance our core business

We protect and enhance our core business

- Netwealth is the 9th largest custodian by Funds Under Administration (FUA) in Australia according to the Australian Custodial Services Association latest results for 31 December 2024;
- A total of 40 ESG themed Managed Models is available on our Platform, and our investment menus now offer 125 managed funds with ESG Intentional Investment (By Prospectus) as sourced by Morningstar, and 354 funds with an '4 or '5' Morningstar ESG Risk Rating available at <https://www.netwealth.com.au/web/resources-and-tools/esg-investments/>; and
- We are focused on unlocking enterprise potential through increased usage of AI across the business including operational efficiency, customer support and client products and services.

Be genuine and transparent

We are ethical, genuine and transparent in our dealings

- Netwealth integrated Financial Accountability Regime (FAR), effective for superannuation entities from March 2025, into our existing governance and risk management frameworks, further strengthening our commitment to ethical conduct, transparency, and long-term value creation;
- Netwealth launched the "Security at Netwealth" webpage to promote transparency and raise awareness of its information security practices; and
- Netwealth launched a refreshed Code of Conduct to guide employees on our expectations for ethical behaviour and decision-making.

Foster diversity, talent and wellbeing

We implement strategies and actions to achieve an inclusive, diverse and healthy workplace

- Employee engagement score of 8.1 at 30 June 2025, an increase of 0.2 in the year which places us in the top half of our industry peers;
- Leadership development programme implemented for leaders at all levels;
- Evolved remuneration framework and performance review framework to better support our people experience; and
- Increased representation of women across Netwealth. 40/40/20 targets for the Board and Executive team have been met.

Create a positive social and environmental impact

We take measures to mitigate social and environmental risks to minimise the risk of harm to our customers and the communities we operate in

- Scope 1 emissions of 11.2tCO₂e and Scope 2 emissions have reduced to zero for FY25, through the procurement of GreenPower renewable energy across the facilities where Netwealth has operational control;
- Have sponsored over 150,000 Australian primary school students using Banqer Primary since 2017; and
- In FY25, the Netwealth Impact Fund received \$122,000 in contributions, raised through fundraising efforts at the Netwealth Accelerate Summit and Netwealth Giving Tuesday, as well as through employee workplace giving and Netwealth contributions.



Enhance our core business



Enhance our core business

We protect and enhance our core business

- Provide products and services that enable clients to manage their wealth
- Provide custody of our clients' investments and superannuation
- Be a leader in technology and innovation
- Provide exceptional customer service
- Enhance insights to see wealth differently
- Protect and enhance shareholder value



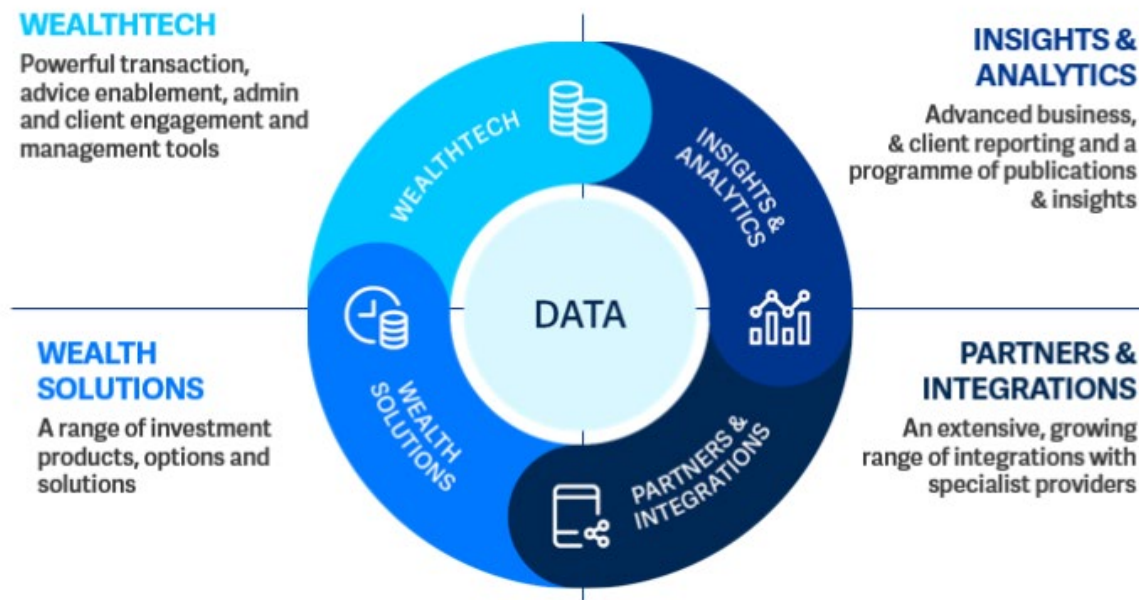
Provide products and services that enable clients to manage their wealth

We are a technology company, a superannuation fund trustee and a wealth administration business. Above all, we exist to inspire people to see wealth differently and discover a brighter future.

Netwealth's digital platform supports how our financial products are delivered to market. Financial intermediaries and clients can invest and manage a wide array of domestic and international products through the platform. Our products include:

- Superannuation including accumulation and retirement income products;
- Investor directed portfolio services for self-managed superannuation and non-superannuation investments;
- Managed accounts;
- Managed funds;
- Self-managed superannuation funds administration; and;
- Non-custodial administration and reporting services.

Our strategy is to drive change that matters by delivering innovative products and services that leverage data, technology and connectivity. Our advantage is that we drive change that matters by delivering innovative products and services that leverage data, technology and connectivity. Our value proposition supports multiple key market segments and levels of sophistication of financial advice needs.



Provide custody of our clients' investments and superannuation

Our **Super and Wealth Accelerator core** offer is a cost-effective option with a range of index & diversified investment options including a total of 60 managed models.

Our **Super and Wealth Accelerator plus** offer is an option to meet the next level of sophistication financial advice needs. Providing a broad range of Managed Funds, Managed Models, International and domestic securities across 16 international exchanges and both ASX and Cboe domestically, a dedicated trading desk, foreign exchange and multi-currency trading, domestic and international bonds, including Netwealth small parcel bond service and range of available cash deposit options.

Netwealth is the 9th largest custodian by Funds Under Administration (FUA) for Australia according to the Australian Custodial Services Association latest results for 31 December 2024.



Be a leader in technology and innovation and provide exceptional customer service

Netwealth is demonstrating and delivering value to its clients through innovative platform features and functionality that has provided broad based growth across the different levels of sophistication of financial advice needs in Australia. Growing numbers of pre-retirees and a persistent advice gap mean demand will continue to outstrip supply. Netwealth's advice enablement strategy multiplies the efforts of our advisers, allowing them to serve more clients, providing our value proposition to adviser groups and developing productivity and efficiency into their business.

Platform functionality that supports our value proposition

The Netwealth platform provides a 'Whole of Wealth' view for the adviser, of the financial position and performance of its clients over time.

A sample of the products available to view and report on the Netwealth platform, in addition to custodial and non-custodial assets administered include adviser managed asset reporting such as direct property, and collectables or third-party data feeds from other wealth platforms, bank feeds and or property feeds (Domain).

In addition, the platform provides advanced portfolio management tools where the adviser can maximise client investment outcomes and reduce operational costs. These include sophisticated transaction features including access to bulk trading, managed models, streamlined model portfolio rebalancing and customisable online cash management settings.

Non-custodial administration services

Provides advisers with an outsourced administration solution for assets which cannot be held in custody by Netwealth. The service is particularly tailored for high-net-worth (HNW) and ultra-high-net-worth (UHNW) clients, as well as family offices and advisers seeking operational efficiency and consolidated reporting simplifying the management of clients with high sophistication financial needs. Investment in products such as Internationally domiciled managed funds, limited partnerships, private equity funds and property syndicates.

Premium wholesale options (Wholesale only platform solution)

Netwealth currently offers a number of premium wholesale products including: managed funds of differing class and allocations that are only available to wholesale clients, execution flexibility for listed securities, bonds and structured products, foreign currency management and 100+ wholesale investment products. For the next step in expanding our value proposition we have designed a wholesale-only platform solution designed to meet the evolving needs of Australia's HNW and ultra-high-net-worth UHNW investor segments.

Developed in response to strong demand from institutions and wealth professionals for a more flexible, tailored solution, the new offer represents a strategic leap forward in how technology and product can support this sophisticated segment.

The new offering, which will be released during the second half of 2025 is purpose-built to support wholesale investors with advanced capabilities, exclusive branding, and a differentiated service experience. Netwealth's new solution will support the sophisticated financial advice needs of the HNW and UHNW segment who will benefit from full-service wealth solutions.

Flux acquisition

Netwealth completed its acquisition of Flux Corp PTY Ltd on the 11 October 2024. The acquisition aligns with Netwealth's strategy to expand its adviser and licensee offerings and engage younger clients through innovative digital channels. The Flux App offers both free and paid subscription services, including financial education, stock market and economic news, and personal budgeting tools. Through bite-sized content and gamified digital tools, Flux helps young adults, Emerging Affluent and Mass Affluent Australians build financial confidence and develop the skills to improve their financial futures. Flux aligns with Netwealth's mission to improve the financial futures of 1 million Australians through its educational reach.

An estimated \$3.5 trillion is set to transfer between generations over the next 20 years. Flux helps its members gain financial literacy and capability, which is critical to ensuring they make informed and confident decisions for their financial futures.

Xeppo acquisition

Netwealth's 2024 acquisition of Xeppo, a data management and analytics platform, that helps professional services firms including wealth management, accounting and mortgage firms connect and manage their existing enterprise systems to drive efficiencies, improve data governance and provide market leading business intelligence.

A fully integrated Netwealth and Xeppo will offer professional firms the ability to unify client data and systems across entities and practices, which we believe is the cornerstone of any future-orientated advice practice and licensee. The consolidated data aggregation and insights platform enables financial services firms to improve operational efficiency, compliance oversight and strategic decision-making, whilst unlocking advanced capabilities like AI-driven workflows, alerts, and enhanced client experience.

Expansion of ESG investment menu

We now have a total of 40 ESG themed Managed Models available on our Platform. This is split between our Public Platform and our Private Label Managed Accounts. The ESG managed models are a range of model portfolios that considers certain ESG criteria in model management. These models invest in a mix of managed funds, ETFs, direct shares, and cash. Netwealth's investment menus now offer 125 managed funds with ESG Intentional Investment (By Prospectus) as sourced by Morningstar, and 354 funds with an '4 or '5' Morningstar ESG Risk Rating available at <https://www.netwealth.com.au/web/resources-and-tools/esg-investments/>.

54% of Australian consumers consider environmental, social and governance (ESG) factors in their decision making, an increase from 39% in 2023¹.

Artificial Intelligence (AI) @Netwealth

We are focused on unlocking enterprise potential through increased usage of generative AI and AI agents across key areas including operational efficiency, customer support and client products and services.



Enhance insights to see wealth differently

At Netwealth we produce a broad offering of industry insights and networking opportunities for Australian advisers and investors, including:

- AdviceTech;
- Advisable Australian Research;
- Podcasts;
- Accelerator Event Series;
- Business IQ Magazine; and
- IQ Bites newsletter.

Accelerate Summit

In September 2024, we successfully hosted Netwealth's second annual Netwealth Accelerate Summit, "where innovation meets advice". The event attracted over 500 advisers, paraplanners, client services staff, licensees and administrators. It featured 16 content sessions presented by 29 speakers with a mix of global business leaders, Netwealth employees, industry experts and clients. The Summit was a huge success, receiving an overwhelmingly

¹ The Australian Financial Advice Landscape 2024, Advisor Ratings, 27 June 2024

positive community response, 97.7% of respondents rating their experience at the Summit as 'very good' or 'excellent' and reporting a 98.7% likelihood of recommending the event to a colleague.

Accelerate Summit aligns with Netwealth's mission to improve the financial futures of 1 million Australians by fostering excellence across the entire advice ecosystem.

Annual Netwealth study tour

The annual Netwealth Study Tour provides a select group of financial advisers and our People the opportunity to connect with global leaders and engage themselves in global perspectives that challenge conventional thinking. Netwealth hosted 20 advisers over five days in New York City and Boston. The tour featured 19 sessions and 25 speakers, culminating in a 95% "excellent" or "very good" overall experience rating from attendees. Key insights were shared to a broader audience via a Netwealth IQ whitepaper. The tour fosters professional growth, broadens perspectives, and strengthens our adviser community.



Reflecting on our FY25 goals

In our FY24 report we identified several goals to aim towards during FY25. Below is a reflection on how we are progressing and what we achieved this year:

FY25 Goal	Description	Progress
Increase capacity to capture value	- Netwealth recognises and innovatively embraces the significant opportunities of emerging technologies including generative-AI and machine learning to improve efficiency, productivity and reporting, and to support advisers and clients in new ways. - Optimise our systems and processes for security, stability, scalability and availability to enable the Netwealth team to deliver efficiently and adapt to change.	● ●
Retain our competitive edge in the Australian platform market	- Netwealth will provide greater practice management, business management tools and access to data for advisers and licensee. - Expand our range of investment products, options and solutions and powerful transaction and administration tools to cater to the diverse and evolving needs of our clients and advisers.	● ●
Capture new markets & revenue opportunities	- Explore new markets and client segments that align with our platform's value proposition and competitive advantages. - Establish strategic partnerships and integrations with other industry players that can enhance our platform's offerings and reach.	● ●

Looking forward

Our focus is to grow the number of clients supported per adviser while maintaining high customer service standards and satisfaction. Our goals are underpinned by a commitment to a high-performance culture, robust governance, and strong risk management.

Goal	Description
Create capacity	• Reduce reliance on 3rd party systems for core platform functionality. • Invest in our technology infrastructure. • Leverage Data, AI and Agentic AI to drive efficiency, new services and scale support.
Accelerate share of affluent advice	• Develop solutions to support more efficient onboarding and advice delivery. • Uplift platform features and functionality: ◦ Enhance client portal capability; ◦ Enhance Managed account solution; ◦ Enhance customer service and support; and ◦ Embed best practice User experience.
Accelerate share of private wealth and broking	• Expand our offering to include individual HIN administration and Netwealth Private. • Establish significant presence in the broking segment.



Be genuine and transparent



Be genuine and transparent

We are ethical, genuine, and transparent in our dealings

- Act in our clients’ and wealth professionals’ interests
- Maintain compliant practices and strong governance
- Set goals, benchmarks, and be transparent in tracking our progress
- Seek feedback and continuously improve
- Communicate clearly and consistently



Act in our clients’ and wealth professionals’ interests

Netwealth operates in the highly regulated superannuation and investment sectors of the financial services industry. The Netwealth Board believes that sound governance is fundamental to the ongoing success and growth of Netwealth. Accordingly, the Board has created a framework of governance, culture, and accountability that supports our genuine and transparent values.



Maintain compliant practices and strong governance

Corporate Governance Statement

Netwealth’s corporate governance practices for FY25 are consistent with the recommendations set out in the fourth edition of the ASX Corporate Governance Council’s Corporate Governance Principles and Recommendations. Netwealth’s Corporate Governance Statement, included in the FY25 Annual Report should be read in conjunction with this Corporate Sustainability Report. The Corporate Governance Statement outlines the following:

- Organisational structure and responsibilities of Netwealth’s Boards and Committees;
- Netwealth’s non-executive independent director responsibilities, performance, nominations and appointments;
- Netwealth’s publicly available policies and documents; and
- Material risks to Netwealth’s business activities.

The 2025 Corporate Governance Statement may be found in the FY25 Annual Report.

Netwealth’s Board Committee Charters, Constitution and other publicly available policies, statements and disclosures are found in the shareholder centre of our website. Our publicly available policies include:

Public Policy	Review frequency
Inclusion and Diversity Policy	Annual
Code of Conduct	Annual

Public Policy	Review frequency
Trading Policy	Biennial
Continuous Disclosure and External Communications Policy	Biennial
Whistleblowing Policy	Biennial
Anti-Bribery and Corruption Policy	Biennial
Privacy Policy	Biennial
Sanctions Policy	Annual
Complaints Handling Policy	Biennial
Supplier Code of Conduct	Biennial

Risk Management Framework

Netwealth is committed to conducting our business activities with integrity and the highest ethical standards. We are guided by the following risk management principles:

- Embed a risk culture at all levels of the organisation;
- Continual monitoring of the effectiveness of the Risk Management Framework;
- Risk management is considered in key decision making and strategic planning; and
- Risk management is based on the best available information.

Netwealth's Compliance and Risk Management Committee (CRMC) assists the Board in reviewing and monitoring the integrity of Netwealth's Risk Management Framework. The CRMC recommends the Risk Management Framework to the Board for approval. The CRMC has reviewed and recommended the Risk Management Framework to the Board for approval in the past year, including the Risk Management Strategy and Risk Appetite Statement.

Code of Conduct:

In FY25, Netwealth undertook a comprehensive review of our Code of Conduct to better align with evolving stakeholder expectations, and regulatory obligations. The updated Code of Conduct reinforces our commitment to ethical behavior, inclusivity, and responsible decision-making across all work environments. It empowers employees to act with integrity, speak up when something is not right, and support one another in fostering a culture of accountability and continuous learning. The Code integrates ethical governance into our operations and supports our sustainability goals.

Artificial Intelligence and future technologies risk management

Netwealth is committed to the transparent and responsible use of emerging technologies, including AI, as part of our broader sustainability and governance agenda. In FY25, we expanded our Technology Risk Taxonomy to include two risks devoted to ethics and the adoption of emerging technology. Through innovation and governance, we will maintain trust and integrity while harnessing the benefits of future technologies to deliver value to clients and stakeholders.

Financial Accountability Regime (FAR)

FAR regime became effective for superannuation entities as of March 2025 and aims to enhance accountability and governance within Australia's financial services sector. Netwealth has integrated FAR into our remuneration, governance and risk management frameworks. FAR reinforces Netwealth's risk and governance culture, supporting our commitment to ethical conduct, transparency, and long-term value creation.

Supplier Management Framework and CPS230

In FY25, Netwealth strengthened our procurement governance by building out our procurement function, and updating our Procurement Policy and Management Standard to align with APRA Prudential Standard CPS 230. These updates enhance oversight of Material Service Providers and embed robust due diligence, monitoring, and reporting practices across the supplier lifecycle. The revised framework reinforces our commitment to responsible sourcing, risk management, and sustainable supplier relationships.

Work health & safety

Netwealth is committed to the physical and psychological health and safety of all people at our workplaces by proactively identifying and appropriately managing risk to reduce the likelihood of injury or illness arising from Netwealth's business and undertakings.

Anti-discrimination, bullying & harassment

Netwealth is committed to providing a safe, respectful and inclusive workplace for all people at our workplaces by proactively identifying and appropriately managing risk, to provide a workplace that is free from all forms of discrimination, bullying and harassment.

Accordingly, the Board has adopted:

- A Work Health & Safety Policy which outlines our commitment to the physical and psychological health and safety of our people, including our positive duty to prevent physical and psychosocial hazards; and
- An Anti-Discrimination, Bullying & Harassment Policy which outlines our commitment to provide a workplace that is free from all forms of discrimination, bullying and harassment, including our duty to proactively prevent gender discrimination and harassment.

Corporate sustainability risk management

Netwealth recognises corporate sustainability risk as specific to our business activities. Netwealth defines corporate sustainability risk as the risk of failing to address existing or emerging sustainability related matters, including environmental, social and responsible business practices.

Managing the risk	Refer to
Regular monitoring and oversight of the Corporate Sustainability Framework by the PCSC and the Board.	Pg. 8
Each corporate sustainability pillar has accountable Executive owners who attend the PCSC.	Pg. 8
Monitoring developments with responsible investment and environmental, social and governance matters including implementation of an appropriate governance framework for ESG related products available on our platform.	Pg. 21
Impact Committee oversees partnerships with various organisations that contribute to supporting society.	Pg. 8, Pg. 40-43
Compliance with Modern Slavery Act (Cth) (2018)	Pg. 21

In preparation for our upcoming climate-related financial disclosures, we recognise the Australian Sustainability Reporting Standards (ASRS), Australian Accounting Standards Board (AASB) S2. As a Group 2 reporting entity, our first Annual Report in compliance with AASB S2 will be the FY27 Annual Report, refer to pg. 36-40 of this report.

Human rights and modern slavery

Netwealth is committed to reducing the risk of modern slavery and human trafficking in our operations and supply chain. Our corporate sustainability framework is aligned to the Netwealth Values of transparent and genuine, and managed under our established governance frameworks with oversight from the Board. Netwealth submits an

annual Modern Slavery Statement to the Attorney General's Modern Slavery Register, which addresses the mandatory criteria outlined in the Modern Slavery Act 2018 (Cth). Our most recent Modern Slavery Statement is available in our Shareholder Centre. The following actions have been taken during FY25:

- Employees complete annual modern slavery training;
- Enhanced our supplier due diligence with reference to modern slavery; and
- Updating the investment governance due diligence process for onboarding and ongoing monitoring of Netwealth's Fund Managers, which included developing a risk rating system to outline Netwealth's process for further engagement with Fund Managers about their modern slavery risk management practices.



Set goals, benchmarks, and be transparent in tracking our progress

Privacy, cyber security and data governance

We treat the security of the data and information we hold with utmost importance at Netwealth. Our privacy and data governance policies describe how Netwealth protects personal and sensitive information from unauthorised access, loss, or misuse. This includes maintaining a data asset register to track and protect data assets, implementing security controls, and conducting regular risk assessments to safeguard data managed by Netwealth and our third parties. These policies are aligned with applicable laws and privacy principles. Netwealth takes several measures to manage privacy and cyber security:

1. Dedicated infrastructure, information security and data governance functions;
2. Regular upskilling of employees on cyber risks; and
3. External audits and assurance of our information security frameworks.

Role-based access control is in place across the business enforcing the principal of least privilege. We also require strong passwords and multifactor authentication is enforced for employees and contractors who have access to Netwealth's systems. Continual security awareness training is mandatory for our employees to consistently test and refresh their understanding of cyber threats and good data hygiene.

During FY25, Netwealth launched the "Security at Netwealth" webpage outlining our comprehensive approach to protecting client data and our key security features.

Service Organisation Controls (SOC 2)

Netwealth received reasonable assurance from our auditors on Service Organisation Controls, SOC2. SOC2 is a compliance framework developed by the AICPA (American Institute of Certified Public Accountants) to help organisations demonstrate their ability to securely manage customer data, focusing on security and privacy.

ESG investment governance and product offerings

The quality and transparency of investment options is a continued focus for Netwealth. To help us understand which managed funds available on the investment menu, to the extent we are acting in our capacity as the responsible entity for those products, offer environmental, social and governance (ESG) investment strategies, Netwealth subscribes to Morningstar's ESG Risk Rating² tools. These rating tools help investors compare the ESG risks of their investment options.

Netwealth is monitoring developments with responsible investment and environmental, social and governance matters and has governance frameworks for relevant products offered by Netwealth, to the extent we are acting in our capacity as the responsible entity for those products, to manage the risk of greenwashing. We make available

² <https://www.netwealth.com.au/web/resources-and-tools/esg-investments/>

managed accounts that have ESG strategies, and these are subject to a specific review of the ESG capability and credentials prior to approval by the Investment Committee and the Due Diligence Committee.

Tax transparency report

Since 2021, Netwealth has adopted the Tax Transparency Code and voluntarily disclose detailed information about our tax governance and tax contributions in our annual Tax Transparency Report. Find our latest Tax Transparency Report dated 30 June 2025 in our shareholder centre.

Payment times reporting

Netwealth is required under the Payments Time Reporting Scheme to report our payment terms and practices to the Payment Times Reporting Regulator on a bi-annual basis. This is designed to increase transparency and help small businesses make informed decisions about with whom they do business. Netwealth's standard payment terms are 30 days. The report is published and made available by the regulator on their website.



Communicate clearly and consistently

We welcome feedback from our stakeholders about our corporate sustainability framework and initiatives, and can be contacted at CSR@netwealth.com.au for enquires.



Reflecting on our FY25 goals

In our FY24 report we identified several goals to aim towards during FY25. Below is a reflection on how we are progressing and what we achieved this year:

Goals	Description	Progress
Continue to monitor governance and risk management practices to be scalable for growth, meet industry practice and regulator expectations, and support Netwealth to manage risk.	- Developed a technology risk roadmap which included enhancing how we describe technology risk in Netwealth's Risk Taxonomy. - Implementation of APRA CPS 230 requirements ahead of commencement on 1 July 2025.	● ●
Continue to enhance strong governance and risk management practices.	- A refreshed Code of Conduct was launched to guide employees on our expectations for ethical behaviour and decision-making. - Continued implementation of the Policy Governance Framework bringing a consistent and effective approach to policy management.	● ●
Continue to refine non financial measures in our balanced scorecards to reflect regulatory changes and industry developments.	Integration of FAR into our existing governance and risk management frameworks, further strengthening our commitment to ethical conduct, transparency, and long-term value creation.	●

Looking forward

Our focus is to be transparent and genuine in our conduct for FY26 and beyond:

Goal	Description
Strengthen our financial crime compliance by aligning with the Anti-Money Laundering and Counter-Terrorism Financing Amendment Act 2024 (AML/CTF Amendment Act) obligations by March 2026 to support ethical business practices and long-term resilience	• Develop and implement a revised AML/CTF program compliant with the requirements of the 2024 AML/CTF Amendment Act. • Conduct a refreshed enterprise-wide risk assessment as required under the 2024 AML/CTF Amendment Act to consider the risks of money laundering, financing of terrorism and proliferation financing and update internal controls as required.
Implement mandatory climate-related financial disclosures in line with Australian Sustainability Reporting Standards (ASRS) issued by the Australian Accounting Standards Board (AASB) to enhance transparency and accountability of our climate risk management	• Prepare for our climate-related financial disclosures under the Australian Accounting Standards Board (AASB) S2 by aligning and integrating the Governance and Risk Management guidelines across our frameworks and policies. • Evolve our management and disclosure of climate related risks as part of a broader sustainability risk management framework and enhance how we describe climate related risks in Netwealth's Risk Taxonomy.
Continue to embed strong governance and risk management practices to increase resilience, foster stakeholder trust, and proactively identify and address emerging risks and opportunities	• Formalise and implement an AI Governance Policy. • Evolve our process for managing risks associated with change.



Foster diversity, talent and wellbeing



Foster diversity, talent and wellbeing

We implement strategies and actions to achieve an inclusive, diverse and healthy workplace

Our aims

- Foster a culture of inclusivity
- Celebrate and promote diversity
- Proactively cultivate a workplace culture which supports health and wellbeing
- Invest in our people and their development



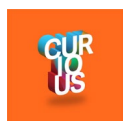
Foster a culture of inclusivity

Netwealth is focused on fostering a culture where every person feels like they belong and can do their best work. When people from different backgrounds work together, we get better ideas and solutions. Our Code of Conduct sets out how we expect everyone to behave and treat each other, which is lived through our Purpose and Values. Our commitment to inclusivity is demonstrated through integrating this into our performance frameworks, recruitment processes and day to day decision making, actively shaping how we operate.

Our Purpose and Values

Our Purpose is to enable people to see wealth differently and discover a brighter future.

Our Purpose is supported by a set of shared Values guiding the way we work, communicate and live. We embed our Values into our performance framework and hold our people to account for behaviours that are in the best interests of Netwealth, our people, our community and Stakeholders.



We are curious and look to challenge assumptions, explore new possibilities and enthusiastically learn.



We are optimistic and look to be positive, drive for solutions and demonstrate passion and pride.



We are courageous and look to act, overcome barriers and stand up for the right outcome.



We are collaborative and look to consider others' priorities, share knowledge and help others and communicate effectively and respectfully.



We are agile and look to adapt to change, focus on agreed priorities and execute quickly and efficiently.



We are genuine and look to be open, honest and transparent, act with integrity and ensure compliance with regulations and demonstrate professionalism consistently.

Employee engagement

Netwealth's rolling engagement survey seeks feedback from our employees on key factors of the employee experience. The results provide insights into our employees' feelings about working at Netwealth, highlighting our strengths and areas for improvement. This feedback guides our people strategy, ongoing initiatives and evaluates Netwealth's workplace culture and employee experience to allow us to continually align our practices to meet the needs of our people.

Netwealth's engagement score as of the 30 June 2025 reporting period was 8.1, a 0.2 improvement on the previous year, that reflects a positive workplace experience for our people, and places us in the top half of our industry peers.



Celebrate and promote diversity

Netwealth recognises that an inclusive and diverse workforce improves wellbeing and performance. We encourage innovative decision making to draw on a broad range of ideas, experiences, approaches, and perspectives. This in turn creates a working environment where people feel like they belong and enjoy coming to work.

Our five diversity objectives are:

- Maintain and build on our inclusive culture, where our people feel like they belong, are accepted, connected and are comfortable to share their ideas, opinions and challenge each other;
- Build diverse teams that are representative of our clients and community, to enable us to tap into a wider range of thoughts and ideas by drawing on different experiences, approaches and perspectives;
- Continue to build inclusive systems and processes by taking conscious steps to remove bias so that we can better support employees and prospective employees to be successful;
- Having a zero tolerance for discrimination, harassment, vilification and victimisation to promote an inclusive workplace; and
- Regularly monitor and measure the achievement of these diversity objectives.

Netwealth is into the second year of our inaugural three-year Inclusion and Diversity Strategic Roadmap, which outlines the initiatives taken to achieve our diversity objectives. These initiatives are divided into three strategic pillars. Below highlights the progress made towards these pillars during FY25:

Inclusion and diversity strategic pillar	Key initiatives	Progress
An inclusive culture	• Fostering an environment for active and engaged employee resource groups.	●
Maintain and build on our inclusive culture, where our people feel like they belong, are accepted, connected and are comfortable to share their ideas, opinions and challenge each other	• Launched a welcome back program from those returning from long-term parental leave.	●
	• Launched our 3 leadership development programs, based on an inclusive leadership model.	●
	• Membership to Diversity Council of Australia.	●
	• Completed a Women@Netwealth diagnostic, to further understand our women's lived experiences at work, to inform our future initiatives.	●
		●

Building diverse teams Building diverse teams that are representative of our clients and community to enable us to tap into a wider range of thoughts and ideas by drawing on different experiences, approaches and perspectives	• Implemented comprehensive recruitment process to reduce selection bias. • Increase representation of women across Netwealth. 40/40/20 targets for the Board and Executive team have been met. • Understand where have under representation of minority demographics.	● ● 🕒
Inclusive systems and processes Continuing to build inclusive systems and processes by taking conscious steps to remove bias so that we can better support employees and prospective employees to be successful	• Implemented ATS to provide data to continue to refine our recruitment, attraction and retention practices. • Commenced new HRIS implementation to increase data and reporting capabilities. • Improve employee awareness of inclusion and diversity initiatives, policies and frameworks. • Remuneration framework implemented.	● 🕒 🕒 ●

As of 30 June 2025, Netwealth's inclusion and diversity score was 8.5, a 0.1 improvement on FY24. This metric validated that our initiatives had impact throughout the year and assisted the business in planning and decision making to continue to meet and build on the inclusion and diversity needs of our workforce.

Employee resource groups (ERGs)

This year has been a year of listening and discovery. After launching our employee led and Executive sponsored ERGs in FY24, we saw significant growth in these groups. The ERGs exist to provide support for our people in their personal or career development. They create a safe space where employees can bring their whole selves to a supportive and understanding community within Netwealth. Additionally, these groups continue to inform our inclusion and diversity strategic roadmap.

- NICE (Netwealth Inclusivity and Cultural Exchange) fosters a workplace culture that celebrates diversity and promotes cross-cultural understanding. The group has led key cultural events such as Harmony Day and NAIDOC Week, creating opportunities for education, storytelling, and community engagement. Through these initiatives and its ongoing contributions to Netwealth's inclusion strategy, NICE supports a more inclusive and globally minded workforce.
- PRIDE champions LGBTQIA+ inclusion by creating a safe and supportive environment for employees of all identities. It plays a key role in Netwealth's diversity efforts, contributing to awareness campaigns and inclusive policy development. Notably, the group hosted an IDAHOBIT Morning Tea, fostering visibility and allyship across the organisation.
- DAWN (Developing and Advancing Women @ Netwealth) empowers women across the organisation through mentoring, policy advocacy, and leadership development. It has driven initiatives such as women's health awareness, male allyship and the Women @ Netwealth diagnostic. The group led the celebration of International Women's Day, spotlighting women's achievements and reinforcing Netwealth's commitment to gender equity.



Harmony Week 2025 at Netwealth HQ

- Netwealth Carers Group supports employees with caregiving responsibilities, advocating for flexible work arrangements and inclusive leave policies. A key initiative includes the partnership with KidsCo, which provides a fully funded school holiday programs to support working parents which contributes to Netwealth's recognition as a certified Family Friendly Workplace.

Women @ Netwealth initiative

As part of Netwealth's commitment to fostering a safe, inclusive, and equitable workplace, we partnered with consultants to conduct the "Women @ Netwealth" diagnostic. This initiative combined quantitative data with qualitative insights from listening circles to better understand the lived experiences of women across the business. Key findings revealed that while 90% of respondents felt proud to work at Netwealth, there were opportunities to improve leadership visibility, career progression, and organisational transparency. As a direct outcome of this initiative, during FY25 Netwealth has established a Gender Equality Network (GEN) to provide a gendered lens on policy development so that future decisions include reflection of the diverse needs of the workforce.

Gender equality, equity and the Workplace Gender Equality Agency (WGEA)

Netwealth continues to be committed to gender equity and importantly supporting long term progress towards reducing gender pay gap. We regularly review and benchmark employee remuneration against industry data to maintain alignment with market standards. This review also helps remove the bias and subjectivity that can sometimes influence pay.

Annually, Netwealth conducts a thorough gender pay equity and pay gap analysis. It is important to note that gender pay equity is a different measure to gender pay gap. Gender pay equity means women and men are paid the same for like roles or comparable jobs. The gender pay gap, by contrast, is the difference in average earnings between women and men across the organisation.

We obtain data to calculate our gender pay gap across all departments and cohorts. This data is then analysed to understand the main drivers of any gaps so that targeted action can be taken to address concerns. In this reporting period no unexplained gender pay equity gaps were identified.

The gender pay gap is shown as a percentage, comparing what women and men earn on average. If it is a positive percentage, it means men are earning more across Netwealth. If it is negative, it means women are earning more across Netwealth.

The table below shows the median gender pay gaps for total remuneration over the past three reporting periods.

Gender pay gap for all employees	FY24	FY25
Average (mean) total remuneration	10.7%	14.1%
Median total remuneration	9.2%	9.5%
Average (mean base salary)	10.8%	11.5%
Median base salary	7.1%	8.3%

Our 2024-25 WGEA report shows that our average gender pay gap has increased from 10.7% to 14.1%. While this is not the direction we want to be moving, we believe in being open about our challenges and using this as a catalyst for positive change.

The main contributing factor to the increase was the significant growth in employees in FY25. As we expanded rapidly, more men were hired, particularly in senior roles, which saw female representation in management roles decrease from 42% to 38%. While this growth period created challenges for our gender balance, we continue to actively invest in gender balanced recruitment practices and targeted development programs to build a strong pipeline of women in leadership roles.

Further, our performance relative to similar organisations remains strong. According to the WGEA Data Explorer, which compares companies in our industry, we remain significantly ahead of our industry peers. The financial services average pay gap is 18.9% and the technology average is 17.1%.

Gender Targets

One of the actions Netwealth took in FY24 was to include measurable targets for gender diversity for the Board and Executive team by the end of FY26:

- 40% women
- 40% men; and
- 20% open

We are pleased to report that during FY25 we have now met both the Board and Executive team gender diversity targets.

Tracking Netwealth's gender diversity targets FY25	Gender diversity targets for women	FY25 women representation	Gender diversity target for men	FY25 men representation
The Board	40%	43%	40%	57%
Executive team	40%	44%	40%	56%

The below table outlines Netwealth broader gender diversity metrics across our managers and all employees:

Gender diversity	Women	Men	Other
Managers ³	37%	63%	0%
All employees	42%	57%	0.5%

Additional external benchmarking

At Netwealth we seek continuous improvement so we can employ best industry practices across our inclusion and diversity strategy and roadmap. As part of this continuous improvement, we align ourselves with the following external memberships and organisations.

³ Excludes the Executive team.

Organisation	Description	Output
Diversity Council of Australia (DCA)	The DCA is an independent not-for-profit peak body leading diversity and inclusion in the workplace.	Netwealth became a member in 2024. To benchmark Netwealth against best industry practice to implement actionable insights.
	Work180 is a community platform empowering women and marginalised groups to discover workplaces that work for them.	Accredited by Work180 since 2023 for our genuine ongoing commitment to advancing women's careers.
	The Family Friendly Workplaces recognition framework benchmarks and certifies employers as a 'Family Inclusive Workplace'.	Accredited workplace since 2023.
	Great Place to Work offer data and benchmarking on what makes a workplace culture great	Accredited workplace since 2023.



Proactively and consistently cultivate a workplace culture which supports health and wellbeing

Creating a positive workplace culture and an environment where our people can perform at their best, starts with creating a psychologically safe workplace. Our health and wellbeing score improved to 8.1 as of 30 June 2025, up from 7.9 the previous year. During FY25 we implemented our "feeling safe at work" program across the organisation, equipping all of our people with the tools to identify and manage psychosocial hazards. We also launched CU Health, a comprehensive wellbeing benefit providing employees with access to psychologies, GPs, dieticians and health coaches.

Employee services

Our employees have access to the following services to assist with their wellbeing:

Benefit	Description	Output
Employee Assistance Program (EAP)	Our employees will receive assistance with a variety of issues from personal to work related, mental and relationship related.	Employees have access to a confidential 24-hour Employee Assistance Program.
Ombpoint	Workplace ombudsmen service offering a safe place to discuss workplace issues, and helping employees navigate a path towards healthy	Provide employees with objective advice and tools to navigate workplace issues.

Benefit	Description	Output
	conflict resolution by outlining clear, actionable steps.	
Kids holiday program	We offer parents assistance during the school holidays by providing a holiday care program for primary school aged children.	Empower carers and parents to bring their authentic selves to work, fostering an inclusive, productive, and engaged workplace.
Health and Wellbeing	Netwealth partners with CU Health a virtual health and wellbeing practice for employees. CU health offers access to General Practitioners (GPs) Psychologists and Counsellors, dietitians and health coaches (registered nurses).	Invest in our employees health and wellbeing to attract, retain and develop key talent.
Paid parental leave	Netwealth's Parental Leave Management Standard provides for leave relating to a new-born baby, the adoption of a baby or child, surrogacy arrangements or pregnancy loss.	Netwealth's provides 12 weeks of paid parental leave for all employees welcoming a new child, whether through birth, adoption or surrogacy. And provides payment of superannuation for the full duration of parental leave taken.
Flexible Working Arrangements	Netwealth recognises the importance of providing flexible working arrangements and endeavours to support our employees with balancing the demands of work and family responsibilities by providing a range of flexible working practices.	Attract, retain and develop key talent through inclusive policies.



Invest in our people and their development

Netwealth prioritises and supports employee growth through comprehensive development programs, including leadership training, personalised development plans, continuing education opportunities, and cross functional learning initiatives. We maintain a substantial investment in learning and development to give our people access to the resources they need to advance their careers. Our platforms - Lunch n' Learns, monthly showcases and Q&A sessions with the CEO as well as quarterly Town Halls – facilitate knowledge sharing and celebrate employee milestones and achievements through our Value Awards program.

Rem @ Netwealth

To further our commitment to transparency and fairness in pay practices, evolved the remuneration framework to better support remuneration decisions. Targeted training sessions to both managers and employees in FY25 were designed to demystify how remuneration decisions are made, covering key topics such as our remuneration framework, salary ranges, market positioning, performance-based incentives, and the guiding principles behind annual reviews and promotions. Managers received tailored training to support their role in the remuneration review process, while all employees were invited to attend showcase sessions that explained the components of reward and how pay decisions align with performance, market benchmarks, and internal equity. This initiative reflects

Netwealth's ongoing investment in building trust, promoting understanding, and empowering our people through transparent and inclusive reward practices. For further information please refer to our Remuneration Report included in our FY25 Annual Report.

Leadership development framework

Netwealth's leadership development framework cultivates resilient, inclusive, and high-performing culture through structured learning pathways targeting leaders at all levels. In FY25 we launched the following programs:

Ignite: 46 leaders across four cohorts (FY25) participated in this transformational leadership program leveraging Wiseman's Multipliers philosophy. The nine month program includes psychometric profiling, coaching, workshops, and executive presentations to amplify team capabilities and results.

Leap: 16 emerging leaders across two cohorts developed foundational leadership skills through four face-to-face workshops covering coaching, resilience, and difficult conversations, supported by leader embedding sessions.

New Supervisor: Essential management capabilities program for new leaders, delivered in-house by Swinburne facilitators; with additional coaching, providing practical foundation for progression to the Ignite programs.

Kaizen @ Netwealth: Pilot program training employees in continuous improvement methodology using bottom-up, humanistic approach. First cohort completed with positive feedback on practical collaborative workplace assignments.

Udemy: Self-directed learning access across technical and behavioural domains for flexible skill development.

Goal setting: To support the launch of our uplifted performance framework, comprehensive training for all leaders on how to set, measure and monitor department and individual goals was designed and delivered over the three month launch period.

Study Assistance

Our Study Assistance program allows our people to access further study or developmental experience. This may include financial assistance; study leave and flexible work arrangements. As part of this program Netwealth reimburses up to 50% of course fees based on successful pass/completion of studies. The types of courses Netwealth staff are currently accessing via study assistance include CFA, MBA, cyber security & financial markets and IT certifications.

Continuous Professional Development (CPD)

Our CPD training program provides our people with access to assessable information on industry training. These programs are tailored to an individual's specific line of work within Netwealth and their applicable qualifications and must be completed annually.

This program is vital for maintaining industry expertise, meeting regulatory requirements, and adapting to the evolving financial services landscape. It also empowers our employees to deliver exceptional client outcomes while staying current with best practices and emerging trends. Our employees have collectively completed over 6,300 hours of CPD training during the year, demonstrating our commitment to professional excellence and regulatory compliance.



Reflecting on our FY25 goals

In our FY24 report we identified several goals to aim towards during FY25. Below is a reflection on how we are progressing and what we achieved this year:

Goals	Description	Progress
Enable peak performance	• Rolled-out refreshed performance framework. • Leadership development programme implemented for leaders at all levels.	●
Implement reward strategy	• Evolved remuneration framework to support remuneration decisions. Please see Remuneration Report, included in our FY25 Annual Report for further information.	◐
Build foundational processes and systems to scale for growth and efficiency	• Business case for HRIS replacement approved and implementation commenced in Q4FY25.	◑
Build capacity and capability through increased employee engagement	• FY25 overall engagement score of 8.1, an increase of 0.2 to FY24. • FY25 health and wellbeing score of 8.1, an increase of 0.2 to FY24. • FY25 inclusion and diversity score of 8.5, an increase of 0.1 on FY24.	●

Looking forward

Our focus is to foster diversity, inclusion, talent and wellbeing in for FY26 and beyond:

Goal	Description
Enhance women's representation in leadership positions	• Launch comprehensive company wide mentoring program featuring targeted barrier-removal strategies and individualised career development pathways. • Deliver an inclusive Leadership Competency Framework to standardise leadership development and succession planning processes.
Establish data driven foundation for inclusive workplace practices	• Conduct demographic analysis to identify representation gaps and inform strategic workplace planning. • Implement enhanced HRIS to improve diversity tracking, reporting and analytics capabilities.
Build and maintain a diverse, high performing team	• Establish Return to Work program specifically designed to support women re-entering the workforce after career breaks • Integrate inclusive hiring methodologies throughout the recruitment process to eliminate bias and expand candidate pipeline diversity • Continue to build on the goal setting and feedback capability of our people
Continue to build on our Values led culture	• Roll out Code of Conduct education program



Create a positive social and environmental impact



Create a positive social and environmental impact

We take measures to mitigate social and environmental risks to minimise the risk of harm to our customers and the communities we operate in.

- Seek opportunities to create a positive social and environmental impact
- Support workplace giving through the Netwealth Impact Fund
- Encourage employee involvement in the distribution of financial support
- Celebrate and support employee volunteering
- Improve financial literacy and education opportunities in our community



Seek opportunities to create a positive social and environmental impact

Netwealth's climate commitments

Netwealth has committed to the following climate targets:

- A medium-term climate target of achieving carbon neutrality for operational scope 1, scope 2, and scope 3 emissions by 2030; and
- A long-term target of reaching net zero by 2050.

Netwealth acknowledges the impact of climate change on our planet and recognises its role in reducing its carbon emissions and waste to support the transition towards a renewable economy. Carbon neutrality involves reducing emissions where possible and compensating for the remaining emissions by investing in carbon offset projects to balance out emissions. A net zero pathway goes beyond carbon neutrality and generally refers to reducing the total greenhouse gas (GHG) emissions to as close to zero as possible. Any remaining emissions can be offset through the purchase of carbon offsets, with a limitation that offsets should not exceed 10% of the total carbon footprint in line with Science Based Target (SBT) methodology. To be transparent in how we set our climate targets we acknowledge that:

- To achieve our medium-term climate target of carbon neutrality for operational emissions by 2030 Netwealth may need to consider the purchase of carbon credits to offset emissions that Netwealth are unable to reduce through our emission reduction plan; and
- To achieve our long-term net zero target by 2050 Netwealth is reliant on the collective efforts of decarbonisation of the energy grid.

Netwealth is committed to assessing and reducing the environmental impacts in its operations, including reducing its emissions and waste and educating our people how to reduce their environmental impact. Since FY22 Netwealth has measured its scope 1, scope 2 and scope 3 operational emissions to understand carbon emissions generated and to inform our emissions reduction goals. Scope 3 emissions are indirect emissions that occur in the value chain

from external parties and Netwealth acknowledges there is limited ability to influence and reduce these emissions on our own.

Netwealth's scope 1 and scope 2 emissions

Netwealth is committed to understanding and reporting its carbon emissions. It has elected to apply the operational control approach to determining the organisational boundary for its carbon footprint and its greenhouse gas (GHG) emissions have been calculated by independent consultants.

- Scope 1 emissions are direct emission from sources which Netwealth owns or controls; and
- Scope 2 emissions are indirect emissions from electricity consumption. Netwealth uses grid electricity at each office location. Consumption has been quantified, is deemed to be material for our carbon footprint and measured using the market-based method.

Scope	Category	Units of Measurement	FY24	FY25
Scope 1	Stationary combustion	tCO ₂ e	10.0	11.2
Scope 2	Purchased electricity	tCO ₂ e	50.3 ⁴	0.0
Total		tCO ₂ e	61.1	11.2

Scope 2 emissions have reduced to zero due to the procurement of GreenPower renewable energy across the facilities where Netwealth has operational control.

Emission reduction plan

To achieve our medium-term climate target we have developed our operational emission reduction plan which focuses on the following areas for change to reduce our scope 1, scope 2 and scope 3 operational emissions:

Area for change	Action taken to reduce emissions	Pathway for further emission reduction
1. Office efficiency	• The base building of our principal office in Melbourne is Climate Active certified and is carbon neutral; • Our Sydney, Melbourne and Brisbane tenancies have purchased 100% GreenPower renewable energy; • Our principal offices have LED and sensor lighting installed; and • We have partnered with building management to increase energy efficiency of our office spaces.	• Continue to partner with building management to identify areas of continued reduction and energy efficiency.
2. Behavioural change	• We have hybrid, work from home and flexible working policies in place; • Our principal office has end of trip facilities; and	• Continue to explore learning opportunities for our employees to increase awareness in sustainable practices; and

⁴ Reported in our FY24 Corporate sustainability report for Scope 2 emissions was 59.3 tCO₂e, this was reduced to 50.3 tCO₂e by sourcing and updating actual emissions data for some of our tenancies.

	Our principal office is in a central and accessible location for public transport commuting.	Communicate energy efficient messaging in our offices to encourage behavioural change.
3. Procurement change	This year we embed supplier's emission reduction strategy and commitments as part of the supplier risk assessment process. Due to the nature of our business, the majority of our carbon emissions are scope 3: - Netwealth's scope 3 operational emissions have been calculated by a specialised consultant in line with GHG Protocol; - We have identified key suppliers that are the highest contributors to our scope 3 operational emissions; and - Many of our key suppliers provide specialised services and we have begun collaborating with them towards a renewable economy.	- Continue to engage with key suppliers on their emission reduction strategy and seek better quality data to increase measurement accuracy; and - Identify opportunities to reduce emissions from mailing services to encourage electronic communication.

In preparation for our implementation of the upcoming climate-related financial disclosures, we recognise the Australian Sustainability Reporting Standards (ASRS), Australian Accounting Standards Board (AASB) S2. As a Group 2 reporting entity, our first Annual Report in compliance with AASB S2 will be the FY27 Annual Report.

Our approach incorporates the AASB S2 guidelines for Governance, Strategy, Risk Management and Metrics & Targets in assessing, implementing and monitoring our climate-related risks, opportunities. This approach supports Netwealth to provide genuine and transparent climate-related financial disclosures that reflect our overall company performance.

Key climate -related activities	Approach	Progress
Governance Board oversight and management responsibility.	Governance structures of Board and management are in place (pg. 8).	
Strategy - Climate related risks and opportunities on business model. - Impacts on business, strategy and financial planning. - Climate scenario analysis.	- Netwealth has set a medium-term scope 1, scope 2, and scope 3 climate target of achieving carbon neutrality for operational emissions by 2030 and a long-term target of reaching net zero by 2050; - Netwealth's operational climate commitments are supported by an Emission Reduction Plan; and - Further operational climate scenario analysis will be undertaken to align to AASB S2.	

Key climate -related activities	Approach	Progress
Risk Management - Process for identifying, assessing, prioritising and monitoring climate related risks and opportunities. - Integrating with overall risk management framework.	- Climate risks to Netwealth are reported to the Board and relevant Committees; and - Netwealth's climate related risks within Netwealth's risk taxonomy will be reviewed and updated accordingly.	
Metrics and targets - Metrics to assess climate-related risks and opportunities. - Targets to manage climate -related risks and opportunities and performance. - Disclose scope 1 and scope 2 and scope 3 GHG emissions and related risks.	- Measured our scope 1, scope 2 and scope 3 operational emissions since FY22 and have publicly reported our scope 1 and 2 operational emissions. Future reporting will comply with AASB S2; and - Netwealth supports a net zero commitment and will provide transition plans for climate related targets and targets comparison to latest international agreements on climate change.	

Building energy ratings

The following table shows the building energy ratings for where we work. We engage and work with building management to foster a culture of joint continuous improvement.

Office	Energy Measurement	FY25 Star Rating
Principal Office		
180 Flinders Street, Melbourne	NABERS Energy	5.5
180 Flinders Street, Melbourne	NABERS Water	5.5
180 Flinders Street, Melbourne	NABERS Waste	3.0
Other Offices		
189 Flinders Lane, Melbourne	NABERS Energy	5.5
189 Flinders Lane, Melbourne	NABERS Water	3.0
1 York Street, Sydney	NABERS Energy	4.0
1 York Street, Sydney	NABERS Water	4.5
100 Creek Street, Brisbane	NABERS Energy	5.0
100 Creek Street, Brisbane	NABERS Water	4.5
Shared Workspaces		
26 Flinders Street, Adelaide	NABERS Energy	-
221 St Georges Terrace, Perth	NABERS Energy	3.0
221 St Georges Terrace, Perth	NABERS Water	4.0

Responsible waste and e-waste management

As part of our commitment to responsible waste management, Netwealth has implemented a structured e-waste collection and battery disposal program at our Melbourne principle office. This initiative is designed to reduce environmental impact by safely collecting, recycling, or disposing of outdated, broken, or unused electronic devices and components generated through workplace operations. Employees can bring in their old electronics from home for the collection.

The program includes:

- Scheduled e-waste pickups coordinated through Office Services and supported by our facilities partner;
- Battery recycling stations and other waste segregation options such as recycling and organic bins;
- Partnering with Ethan Indigenous, certified Indigenous business under the Supply Nation program, to support end-of life hardware recycling; and
- Clear signage and internal communications to guide employees on proper disposal practices.

In addition, Netwealth promotes a paperless where possible policy, encouraging digital-first workflows and reducing reliance on printed materials. This approach supports our broader waste reduction goals and aligns with our commitment to operational efficiency and environmental stewardship.



Support workplace giving through the Netwealth Impact Fund

Netwealth Impact is an employee driven initiative that aims to deliver programs and initiatives which drive a positive impact in the community where we live and work and our connection to it. The Netwealth Impact Group is a committee of volunteer employees from across the business who aim to create opportunities for our people to contribute to the community through individual, group and organisation volunteering and sponsorship. We have partnered with Australian Communities Foundation to provide guidance and oversight and we have set up a sub-fund as part of their Public Ancillary Fund called Netwealth Impact. Workplace giving contributions, fundraising and Netwealth matched contributions are credited to the Impact Fund. The annual Impact Charity Partner grants are driven by employee engagement and contribution to this Fund. Netwealth Impact is driven and guided by the following pillars:



Encourage employee involvement in the distribution of financial support

Contributions to Netwealth's Impact Fund are made through our employee workplace giving initiative, fundraising, ad hoc donations and Netwealth donations.

Netwealth Impact Fund	\$
Total granted from the Fund in FY25	\$76,500
Total granted from the Fund since est. 2021	\$192,500
Netwealth contributions and matching FY25	\$99,470

Netwealth Impact Fund	\$
Individual contributions FY25	\$22,668
Total contributions	\$122,138

Netwealth's inaugural GivingTuesday

Giving Tuesday 2024, held in December, aimed to increase employee engagement in workplace giving for the Netwealth Impact Fund. The event aligned with the global GivingTuesday movement and was designed to foster generosity and community involvement. Netwealth hosted a panel of esteemed guests from Igniting Change, who have dedicated their lives to making a difference. On this day Netwealth double matched all donations into the Impact Fund, raising a total of \$17,000 for our Charity Partners.

Fundraising at the Netwealth Accelerate Summit

In September 2024, at the Netwealth Accelerate Summit, attendees donated \$3,500 to the Netwealth Impact Fund. With Netwealth's matching contribution, a total of \$7,000 was raised for our charity partners, All Things Equal and Bridge It.

Our Impact Charity Partners

In FY25, Netwealth continued its commitment to long-term impact by supporting All Things Equal and Bridge It as Impact Partners. Each charity was allocated a FY25 \$40,000 grant from the Netwealth Impact Fund, which has now been receipted, contributing to largest single-year donations to date. The Impact Committee has endorsed the continuation of both partnerships into FY26.

All Things Equal (ATE) is a fresh take on typical hospitality in Melbourne, providing purposeful paid employment for people with disability and mainstream work. They exist to bridge the gap between people with disability and the wider community with a mission to prove to society that people with disability are ready, willing and absolutely capable of working. The Netwealth Impact grant contributed towards:

- Expanding ATE's Cooking School Program, training 40 people with disabilities in cooking and transferable work skills; and
- Delivering neurodiversity and inclusion training to cooking school buddies.

Bridge It has the mission to end youth homelessness by providing homes, community and support so young people can lead independent lives. They inspire new ways of thinking, so youth homelessness support is life-changing and long-lasting.

The Netwealth Impact grant contributed towards advancing Bridge It's BIG Dreams strategy, increasing housing capacity from 7 to 16 young women. Netwealth Technology Team employees provided skilled volunteering to support and enhance Bridge It's cyber security literacy and capability.



Netwealth Impact Group on GivingTuesday December 2024.

ALL THINGS



Bridge it



Celebrate and support employee volunteering

As part of Netwealth employee benefits our people have one day of volunteer leave (7.5 hours) per calendar year to engage in workplace volunteering activities. This year our people committed 641 hours. These hours were committed towards the following opportunities:

- All Things Equal
- Bridge It
- RSPCA
- Food Bank
- Fareshare
- Heide Museum of Modern Art



Netwealth Sydney team volunteering.

Employee Impact Award

The Netwealth Impact Committee introduced the Employee Impact Award this year to recognise and celebrate our colleague's contribution to the community. The winner of the Employee Impact Award exemplified the core pillars of Netwealth Impact, Philanthropy, Volunteering, and Education, and demonstrate a sustained, meaningful impact on the broader community. Netwealth donated \$250 to the winner's charity of choice. Netwealth's inaugural winner, has been a Scout Leader for over 12 years, dedicating their time weekly and on weekends to support young people by teaching life skills such as leadership, resilience, first aid, navigation, and cultural tolerance, through Scout's Victoria.



Improve financial literacy and education opportunities in our community

Banquer Primary

Banquer Primary turns the classroom into a simulated economy that develops students' financial literacy. Within the platform, kids can learn to earn, save, spend, and invest their money in a safe and engaging way. This program is championed by Netwealth with the sponsorship dating back to 2017 and delivers the education platform free to Aussie kids and schools. This year we confirmed continued partnership for the next three years.



Championed by **netwealth**



Banquer Primary at Netwealth Accelerate Summit.

In 2024, Netwealth's sponsorship continued to make a significant impact on Australian primary schools, enabling financial literacy education for 26,000 students across nearly 600 schools.

Since 2017, Netwealth's sponsorship of Banquer Primary has been delivered to over 150,000 Australian primary school students.

Centre for Women's Economic Safety (CWES)

CWES is the only national charity in Australia solely focused on addressing economic abuse, particularly in the context of domestic and family violence. Their flagship initiative, the Money Clinic, provides free, trauma-informed financial counselling to women experiencing or recovering from economic abuse.

CWES presented at Netwealth HQ during Economic Abuse Awareness Day in November 2024. CWES has been included as a resource as part of Netwealth's internal vulnerability training.

Netwealth has supported CWES since 2022, contributing \$35,000 annually to fund the Money Clinics. In FY25, this support totalled \$105,000.



CWES presenting at Netwealth HQ on Economic Abuse Awareness Day, November 2024.



Reflecting on our FY25 goals

In our FY24 report we identified several goals to aim towards during FY25. Below is a reflection on how we are progressing and what we achieved this year:

Goal	Activities	Delivery
Environment Understand Netwealth's environmental impact and seek opportunities to create a positive impact.	- Expanded GreenPower renewable energy to our Brisbane tenancy. - Embed supplier's emission reduction strategy and commitments as part of the supplier risk assessment process. - Improved waste management signage and implemented an e-waste program at our Melbourne principle office.	
Netwealth Impact Seek opportunities to create a positive social impact through employee driven initiatives supporting Australian not-for-profit organisations.	- Raised \$7,000 at the Netwealth Accelerate Summit - Raised \$17,000 on Giving Tuesday 2024 through double-matched donations for the Netwealth Impact Fund. - Total contributions to the Impact fund in FY25 was \$122,000. - Introduced the Employee Impact Award to honour outstanding community contributions. - Granted \$76,500 from the Netwealth Impact Fund to charity partners. Allocated a further FY25 grant amount of \$40,000, paid post 30 June.	
Community partners Improve the financial futures of Australians and promote lifelong learning opportunities for all.	Sponsored Banquer Primary, delivering financial literacy education to 26,000 students across nearly 600 schools in 2024. Confirmed continued partnership with Banquer for the next three years; and	

- Sponsored CWES charity solely focused on addressing economic abuse, particularly in the context of domestic and family violence.

Looking forward

Our focus is to create a social and environmental impact for FY26 and beyond:

Goal	Activities
Environment Understand Netwealth's environmental impact and seek opportunities to create a positive impact	• Continue to calculate and disclose our carbon emissions and assess climate related risks and opportunities. • Continue to implement Netwealth's operational emission reduction plan, and explore opportunities to further reduce Netwealth's carbon footprint. • Continue to prepare for mandatory Australian Sustainability Reporting Standards (ASRS) by the Australian Accounting Standards Board (AASB).
Netwealth Impact Seek opportunities to create a positive social impact through employee driven initiatives supporting Australian not-for-profit organisations	• Continue to partner with not-for-profits that align with the values of our employees. • Continue to give back to our community through financial support and by increasing engagement levels of our employee volunteering leave. • Continue to recognise employees outstanding contribution through our Employee Impact Award. • Encourage employee engagement through fundraising activities, a Giving Day and workplace giving to increase participation.
Community partners Improve the financial futures of Australians and promote lifelong learning opportunities for all	• Continue to sponsor Banquer Primary and expand our engagement. • Expand our sponsorship and engagement with Community Partners that align with our values.

Key Performance Indicators

Metrics	FY24	FY25 Target	FY25	Target	Target Year
Transparent and genuine					
Regulatory compliance training completion by employees	98.9%	98%	99.5%	98% ⁵	FY26
Diversity, talent, and wellbeing					
Gender diversity					
NWL Board	43%	40%	43% ⁶	40%	FY26
Executive team	33%	40%	44%	40%	FY26
Gender Pay Gap⁷					
Total employees	10.7%	-	14.1%	-	-
Employee engagement					
Engagement score ⁸	7.9	8.0	8.1	8.0	FY26
Health and wellbeing	7.9	8.0	8.1	8.0	FY26
Inclusion and diversity	8.4	8.0	8.5	8.5	FY26

⁵ We do not set 100% targets for regulatory compliance training to account for employees on extended leave.

⁶ On the 3rd of June 2025 Michael Wachtel was appointed to the Board of NWL, Tim Antonie will retire from the Board on the 31st August 2025, and Michael Wachtel will be appointed Chair of NWL from 1st September 2025.

⁷ All gender pay gap indicators are for the year 1 April 2024 to 31 March 2025 (in accordance with the *Workplace Gender Equality Act 2012* reporting requirements). Targets have not been assigned to gender pay gap metrics as Netwealth has aligned to the WGEA objective to make continuous efforts to close the gender pay gap.

⁸ The engagement score is the average score from Netwealth employees' perceptions on engagement, belief, loyalty and satisfaction. Employee Engagement is measured on a continuous basis and these scores are recorded as is 30 June 2025.

Metrics	FY24	FY25 Target	FY25	Target	Target Year
Create a positive social and environmental impact					
Environment ⁹					
Scope 1 operational emissions	10.0 tCO ₂ e	-	11.2 tCO ₂ e	Carbon neutrality for operational emissions	2030
Scope 2 operational emissions	50.3 ¹⁰ tCO ₂ e	-	0.0 tCO ₂ e	Carbon neutrality for operational emissions	2030
Principal office energy ratings					
NABERS Energy	5.5	5.0	5.5	5.0	FY26
NABERS Water	5.5	5.0	5.5	5.0	FY26
NABERS Waste	3.0	5.0	3.0	5.0	FY26
Netwealth Impact					
Funds contributed to Impact Fund	\$21,513	\$30,000	\$22,668	\$30,000	FY26
Netwealth matching	\$13,013	\$30,000	\$99,470	\$70,000	FY26
Total funds contributed	\$34,526	\$60,000	\$122,138	\$100,000	FY26
Grants distributed from Impact Fund	\$30,000	\$30,000	\$76,500	\$140,000	FY26
Volunteer hours recorded	456	1,000	641	1,000	FY26
Banquer Primary ¹¹					
Annual number of students	25,691	32,500	26,039	32,500	FY26
Annual number of schools	509	600	593	650	FY26

⁹ Environment targets are in line with our 2030 climate related commitments.

¹⁰ Reported in our FY24 Corporate sustainability report for Scope 2 emissions was 59.3 tCO₂e, this was reduced to 50.3 tCO₂e by sourcing and updating actual emissions data for some of our tenancies.

¹¹ All Banquer Primary indicators are for the year 1 January 2024 to 31 December 2024 (in accordance with the school year).

General Information only

Information provided is general information presented in a summary format as of 21 August 2025, and is therefore not necessarily complete. This report is for informational purposes only and is not to be relied upon as advice to investors or potential investors. This report does not take into consideration the investment objectives, financial situation or particular needs of any particular investor. Investors should not rely on this report to make any investment decision, and should make their own assessment, conduct their own research of Netwealth and the Netwealth Group and consider these factors with their legal, tax, business and/or financial adviser before making any investment decision.

Forward-looking statements

This report may contain certain forward-looking statements with respect to the financial condition, operations and business of the Netwealth Group and certain plans and objectives of the management of Netwealth. Forward-looking statements can be identified by the use of forward-looking terminology, including, without limitation, the terms “believes”, “estimates”, “anticipates”, “expects”, “predicts”, “intends”, “plans”, “goals”, “targets”, “aims”, “outlook”, “guidance”, “forecasts”, “may”, “will”, “would”, “could” or “should” or, in each case, their negative or other variations or comparable terminology. These forward-looking statements include all matters that are not historical facts. Such forward-looking statements involve known and unknown risks, uncertainties and other factors which because of their nature may cause the actual results or performance of the Netwealth Group to be materially different from the results or performance expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding the Netwealth Group’s present and future business strategies, the political and economic environment in which the Netwealth Group will operate in the future and financial market conditions, which may not be reasonable, and are not guarantees or predictions of future performance. Forward-looking statements speak only as at the date of this report and to the full extent permitted by law, Netwealth, the Netwealth Group, and their respective affiliates and related bodies corporate and each of their respective related parties and intermediaries disclaim any obligation or undertaking to release any updates or revisions to information to reflect any change in any of the information contained in this report (including, but not limited to, any assumptions or expectations set out in the report).

Past performance

Past performance information given in this report is given for illustrative purposes only and should not be relied upon as (and is not) an indication of future performance.

Financial data

All figures in the presentation are provided in Australian dollars. Financial data may be subject to rounding.

**CORPORATE
SUSTAINABILITY
REPORT 2025**



**PO Box 336
South Melbourne, VIC 3205**
Freecall 1800 888 223
Phone +61 3 9655 1300
Email csr@netwealth.com.au
ABN 84 620 145 404

