

HUB<sup>24</sup>

HUB24 | YEAR ENDED 30 JUNE 2024

# Sustainability Report 2024



# HUB24

YEAR ENDED 30 JUNE 2024

# Sustainability Report 2024

## CONTENTS

<b>2</b>	<b>Letter from our Managing Director &amp; CEO</b>
<b>3</b>	<b>Sustainability at HUB24</b>
<b>3</b>	Our approach to sustainability
<b>5</b>	Our sustainability priorities and targets
<b>6</b>	Our sustainability framework and governance
<b>8</b>	Our business and strategy
<b>10</b>	<b>Our ESG key focus areas and progress</b>
<b>10</b>	1. Customers
<b>14</b>	2. People and culture <ul style="list-style-type: none"><li>- Employee engagement</li><li>- Diversity and inclusion</li></ul>
<b>19</b>	3. Governance
<b>21</b>	4. Cyber security and data privacy
<b>23</b>	5. Digitisation and innovation
<b>25</b>	6. Social <ul style="list-style-type: none"><li>- Community contribution and investment</li><li>- Climate risks and opportunities</li></ul>
<b>30</b>	<b>Conclusion</b>

In this report, HUB24 Limited (referenced to 'Group', 'we', 'us', 'our' or HUB24) refers to the HUB24 Group and its controlled entities. For our FY24 Sustainability Report we have referred to the GRI 2021 Standards. This Sustainability Report of HUB24 Limited and its controlled entities (the Group or HUB24) for 1 July 2023 through to 30 June 2024 was authorised for release by the HUB24 Limited Board on 20 August 2024. This report covers the Company as an individual entity as well as the Group consisting of the Company and its subsidiaries as disclosed in our FY24 Annual Report.

## Delivering on our sustainability objectives

Achieved

highest NPS  
as rated by  
platform users



and rated

Best Platform  
Overall by  
advisers<sup>1,2</sup>



Achieved

'whole of company'  
gender diversity targets



Continued compliance with ASX  
Corporate Governance principles and

100% of employees  
completed business ethics  
and integrity training



Achieved

our community contribution  
target and increased employee  
engagement and awareness  
around our HUBempower community giving program



Progressed our  
maturity towards

Australian  
Cyber Security  
Centre's Essential  
Eight mitigation  
strategies across  
the HUB24 Group



Increased  
employee  
engagement to

76%

(893 FTE)<sup>3</sup>



Emissions reduction plan  
established for

Scope 1 and 2  
carbon emissions.  
Net zero target  
for 2030



and achieved

100% compliance  
with ISO27001

1. HUB24 achieved the highest Net Promoter Score and ranked first for platform advocacy in the Investment Trends 2024 Adviser Technology Needs Report.  
2. HUB24 was awarded Best Overall Platform in the Adviser Ratings Financial Landscape Report 2024; and Best Platform Overall in the Investment Trends Platform Competitive Analysis and Benchmarking Report 2023.  
3. As at 30 June 2024.

## Letter from our Managing Director & CEO

On behalf of HUB24, I am pleased to present our Sustainability Report (Report) for FY24, detailing our progress this year towards our Environmental, Social and Governance (ESG) focus areas.



At HUB24 we recognise the importance of sustainability and remain committed to evolving our sustainability strategy to ensure it remains relevant to our business, our stakeholders and the broader community, and aligned to our company values.

Over FY24, we continued to evolve our approach including formalising our commitment to the United Nations (UN) Global Compact on human rights, labour, environment and anti-corruption. As part of this, we commit to further embedding our sustainability strategy through all aspects of our business and aligning our actions and progress to the UN Sustainable Development Goals.

As a leading provider of integrated platform, technology and data solutions to the wealth industry, we are in a unique position alongside financial professionals, to empower better financial futures for more Australians.

This year, we continued to enhance the customer experience by delivering innovative products and solutions that drive productivity for financial professionals and provide choice and value for their clients. This resulted in ongoing recognition from advisers and the broader industry, and consolidating our position as Australia's Best Platform.<sup>1</sup>

We recognise that our people are integral to the continued success of the HUB24 Group and over FY24, we continued to prioritise attracting, retaining and developing our people and enhancing our employee value proposition. This included investing in our company culture by refreshing our Group-wide values to reflect the evolution and growth of our company and strengthening our diversity and inclusion program. Pleasingly, as a result of our initiatives to enhance the employee experience overall, people engagement increased from 74% in FY23 to 76% in FY24.

As an ASX-listed company, sound governance is essential to the continued success and sustainability of our business. Over FY24, we remained focused on managing risk effectively through appropriate frameworks and policies and by delivering relevant education and training to our people to promote a risk-aware culture.

During the year we continued to contribute to a range of community organisations to empower better financial futures through our HUBempower program. We also provided our people with further opportunities to participate and engage in our community initiatives and remained focused on increasing awareness of our HUBempower program for our people and more broadly.

We recognise the impact of climate change on the environment and continue to target net zero Scope 1 and 2 emissions by 2030. During FY24 we made good progress by establishing our emissions reduction roadmap and taking the first steps by consolidating some of our offices into more energy efficient spaces.

As a technology and data services provider we understand the role of digitisation and technology in driving productivity and creating a sustainable advice industry for financial professionals and their clients. As a result, we've included a new section in this year's Report, detailing how we are leveraging emerging technologies such as artificial intelligence to enhance the customer experience, deliver scalability and leverage the power of data and information to enable and support decision making for the HUB24 Group and our customers.

We recognise our role in maintaining data integrity and safe keeping of information and remain committed to investing in our cybersecurity and privacy frameworks and controls. In FY24 we continued to enhance and mature our cyber resilience program to Australian and international standards and introduced a range of initiatives to help maintain the integrity and privacy of the information in our care.

We've made good progress this year and we'll continue to engage our people to deliver on our sustainability goals and our purpose of empowering better financial futures, together.

I'm delighted to share HUB24's progress towards our sustainability objectives and our key focus areas for FY25.

A handwritten signature in black ink, appearing to read 'Andrew Alcock', written over a light blue circular graphic element.

**Andrew Alcock**  
Managing Director and CEO

1. HUB24 ranked first for platform advocacy in the Investment Trends 2024 Adviser Technology Needs Report; was awarded Best Overall Platform in the Adviser Ratings Financial Landscape Report 2024; and Best Platform Overall in the Investment Trends Platform Competitive Analysis and Benchmarking Report 2023.

# Sustainability at HUB24

## OUR APPROACH TO SUSTAINABILITY

HUB24 recognises the importance of Environment, Social and Governance (ESG) issues for the long-term prosperity of our people, customers, shareholders and the broader community. We are pleased to provide an update on our activities and progress for the financial year from 1 July 2023 to 30 June 2024 (FY24).

In September 2022, we delivered our inaugural Sustainability Report and since then we have continued to assess, review and mature our approach to sustainability. During FY24, we engaged with internal and external stakeholders to consider the latest international ESG and sustainability frameworks and standards. This included engaging with our people to better understand their views on sustainability and working with a consultant to further embed our sustainability strategy through all aspects of our business. As a result, we have refined our strategy with a deeper alignment to specific UN Sustainable Development Goals (SDGs) and a clearer pathway forward to better engage our people to deliver HUB24's ESG commitments and our purpose of empowering better financial futures, together.

While we continue to progress our seven key focus areas, following review, these have now been aligned under six themes which reflect the material themes most relevant to our business, customers, people and shareholders, and where we can have the greatest impact. These are outlined in the table below on page 4.

In this year's Sustainability Report, we have reported on outcomes for our FY24 targets. Over the next two years, we plan to undertake a second materiality assessment to ensure that our ESG key focus areas remain relevant, and identify any additional material themes, so that we can continue to evolve our Sustainability agenda.

## Supporting the United National Global Compact

HUB24 supports the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anti-corruption. In June 2024, we formalised our commitment to making the UN Global Compact and its principles part of our strategy, culture and day-to-day operations of our company, and to engage in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals. By participating in the UN Global Compact, we commit to public accountability and transparency by annually submitting a progress report that describes our efforts to implement the Ten Principles and contribute to the UN SDGs.

[View more information.](#)



**WE SUPPORT**

This year's report was prepared with reference to the Global Reporting Initiative (GRI) standards, with guidance from the Sustainability Accounting Standards Board (SASB), the International Sustainability Standards Board (ISSB), the UN SDGs, the Task Force for Climate-Related Financial Disclosures (TCFD), the Greenhouse Gas (GHG) Protocol and the Climate Active Carbon Neutral Standard.

The ISSB issued its first two sustainability reporting standards on 26 June 2023. HUB24 expects to adopt the new standards, IFRS S1 and S2, for the year ended 30 June 2027 (1 July 2026 to 30 June 2027 or FY27). Our Sustainability Report will then be incorporated into our Annual Report from FY27.

Our Sustainability Report covers HUB24 Limited and its subsidiaries (HUB24) for FY24 unless otherwise noted. It does not include sustainability metrics for our suppliers. Parts of this Sustainability Report include forward-looking statements about HUB24 and the environment in which it operates. Actual results and the timing of certain events may differ materially from the targets expressed or implied by the forward-looking statements in this report.

HUB24 did not engage an external auditor to audit the contents of this report.

For any questions regarding this report or HUB24's corporate responsibility activities please contact [investorrelations@hub24.com.au](mailto:investorrelations@hub24.com.au)

# Sustainability at HUB24

## OUR ESG THEMES

Our ESG themes	Related topics	Relevant SDGs	Read more
<i>Customers</i>	<ul style="list-style-type: none"> <li>Customer experience</li> <li>Customer satisfaction and resolving disputes</li> <li>Scam and fraud mitigation</li> </ul>	 	<p>See page 10</p> <p>See page 11</p> <p>See page 13</p>
<i>People and culture</i>	<ul style="list-style-type: none"> <li>Employee engagement</li> <li>Learning and development</li> <li>Diversity and inclusion</li> <li>Recruitment and talent</li> <li>Flexible working</li> </ul>	  	See page 14
<i>Governance</i>	<ul style="list-style-type: none"> <li>Corporate Governance</li> <li>Business ethics and behaviour</li> <li>Modern Slavery</li> <li>Risk management</li> </ul>		See page 19
<i>Cyber security and data privacy</i>	<ul style="list-style-type: none"> <li>Cyber security</li> <li>Data privacy</li> </ul>		See page 21
<i>Digitisation and innovation</i>	<ul style="list-style-type: none"> <li>Innovation</li> <li>Emerging technologies</li> </ul>	  	See page 23
<i>Social and environmental</i>	<ul style="list-style-type: none"> <li>Community contribution</li> <li>Climate and energy management</li> </ul>	 	<p>See page 25</p> <p>See page 28</p>

### SDG descriptions



**Gender equality** – Achieve gender equality and empower all women and girls



**Decent Work and Economic Growth** – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



**Reduced inequalities** – Reduce inequality within and among countries



**Climate Action** – Take urgent action to combat climate change and its impacts



**Peace, Justice and Strong Institutions** – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

# Sustainability at HUB24

## OUR SUSTAINABILITY PRIORITIES AND TARGETS

We are pleased to provide an update on our achievements and progress towards our FY24 targets, together with updated targets where appropriate. Targets outlined in the table below are for FY24 or FY25 unless otherwise noted.

Key focus area	Measure of success	FY24 target	FY24 outcome	FY25 target
<b>Customers</b>				
<b>Customer experience (see page 10)</b>	Investment Trends Adviser Technology Needs Report Platform NPS	#1 Platform NPS	#1 Platform NPS <sup>1</sup>	#1 Platform NPS
	Best Platform according to adviser surveys	#1 Best Platform	#1 Best Platform <sup>2</sup>	#1 Best Platform
	Customer satisfaction in industry surveys (Class)		78% <sup>3</sup>	Maintain
<b>People and culture</b>				
<b>Employee engagement (see page 14)</b>	Employee engagement survey results	Top quartile <sup>4</sup>	Achieved - 76% engagement	Top quartile <sup>4</sup>
<b>Diversity and inclusion (see page 16)</b>	Gender targets – whole of company	40% female 40% male 20% open	43% female 56% male 1% other <sup>5</sup>	40% female 40% male 20% open
	Gender targets – Board	40% female 40% male 20% open	50% female 50% male	40% female 40% male 20% open
<b>Governance</b>				
<b>Business ethics and integrity (see page 19)</b>	Completion of mandatory employee training	100%	100% <sup>6</sup>	100%
	Compliance with ASX Corporate Governance Principles	100%	100% <sup>7</sup>	100%
<b>Cybersecurity and data privacy</b>				
<b>Data privacy and security (see page 21)</b>	Compliance with ISO 27001	100%	100%	100%
	Level 1 maturity for Australian Cyber Security Centre's Essential Eight mitigation strategies	Extend framework across the Group	Progress achieved <sup>8</sup>	Progress towards revised Essential Eight framework <sup>8</sup>
<b>Digitisation and innovation</b>				
<b>Digitisation and innovation (see page 23)</b>	Workflow and scalability			Demonstrated progress towards automating tasks Build together with industry to create scalable solutions
<b>Social and environmental</b>				
<b>Community contribution and investment (see page 25)</b>	Contribution to causes and organisations that align with our purpose and values	\$150,000 Increase employee engagement and awareness of HUBempower program	\$150,000 Strong progress	\$200,000 Expand community initiatives aligned to purpose Continue to promote volunteering and employee participation across the Group
	<b>Climate risks and opportunities (see page 28)</b>	Net zero emissions by 2030 <sup>9</sup>	100% Scope 1 and 2 Environmental net zero by 2030 Determine activities and milestones to achieve Scope 1 and 2 net zero by 2030	Strong progress Emissions reduction plan established and commenced Demonstrated progress around energy reduction Opt in to GreenPower renewable energy across all properties

1. HUB24 achieved the highest Platform Net Promoter Score (NPS) amongst all platform users in the 2024 Investment Trends Technology Needs Report.

2. HUB24 achieved Best Overall Advice Platform in the 2024 Adviser Ratings Financial Advice Landscape Report.

3. In 2024, Class achieved 78% overall satisfaction from primary Class software users. March 2024 SMSF Adviser & Accountant Report.

4. Benchmarked against top 25% of Australian companies (500-1,000 employees) with a comparative average of 75% engagement, Culture Amp January 2024.

5. 'Other' includes those employees identifying as non-binary or who prefer not to disclose.

6. As at 30 June 2024.

7. As at 30 June 2024 the Board had 50% female representation, which was above the ASX recommendation of 30%.

8. In FY24, the HUB24 Platform business maintained Level 1 and made good progress towards Level 2 of the Essential Eight strategy recommendations of the Australian Cyber Security Centre as per the framework published in November 2022. In November 2023, a new framework was published, superseding the previous framework, and as a result HUB24 is now working towards revised Level 1 maturity across the Group.

9. Climate risks and opportunities target relates to 2030, carbon neutral for Scope 1 and Scope 2 carbon emissions.

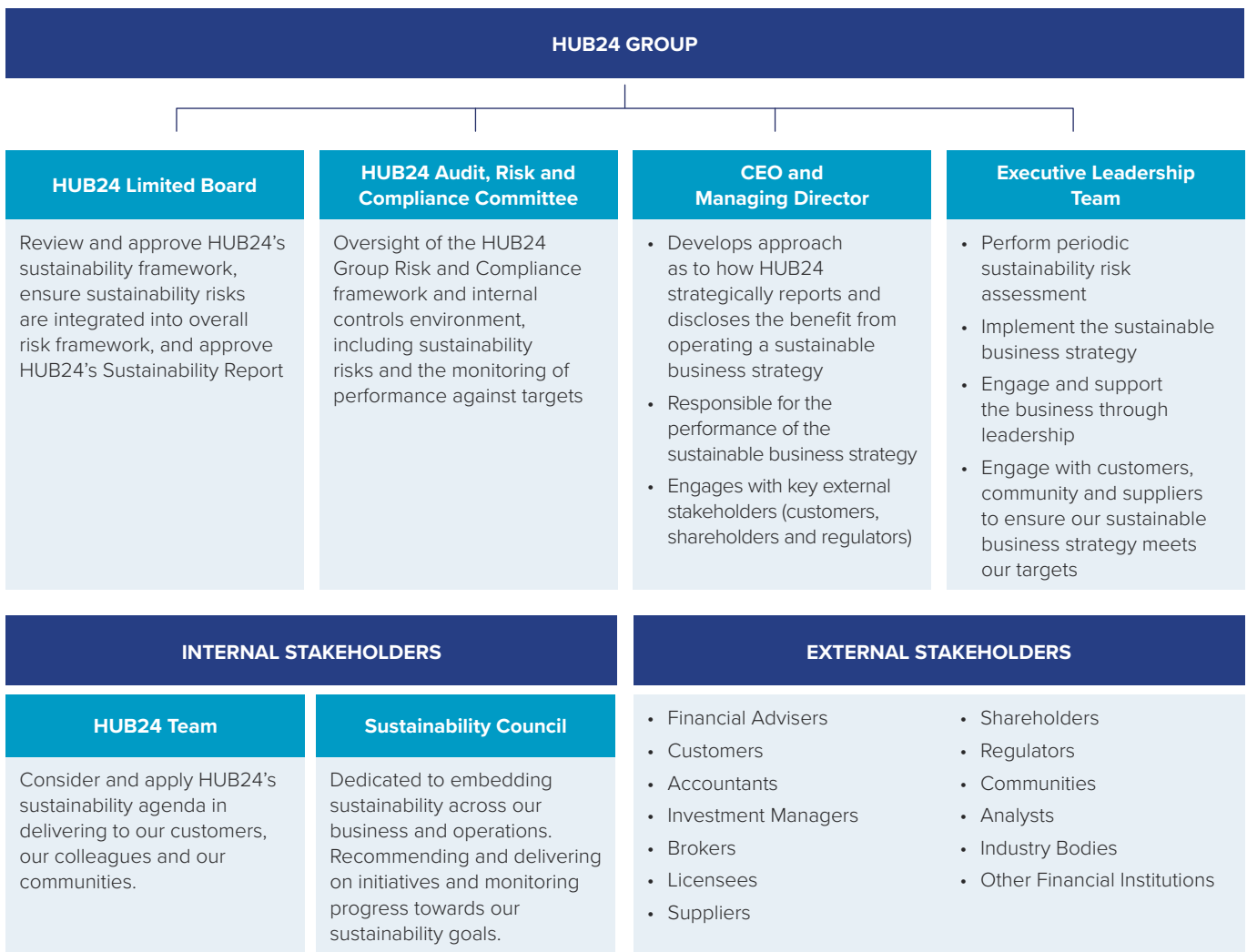
# Sustainability at HUB24

## OUR SUSTAINABILITY FRAMEWORK AND GOVERNANCE

The HUB24 Board and management are committed to a sustainability framework that considers all stakeholders, now and into the future. We are focused on ensuring risk management and opportunities related to sustainability are integrated into our purpose, strategic objectives, culture and values. The HUB24 Board provides ongoing monitoring and governance of business strategy and deliverables in line with our sustainability objectives.

Andrew Alcock - HUB24's CEO and Managing Director - and the Executive Leadership team, with the support of our Sustainability Council are responsible for the delivery of our sustainability agenda as part of our core business strategy, to drive the sustainable growth of our business.

HUB24 operates under the following sustainability framework and governance structure. Following a full year of ownership of myprosperity, the myprosperity business and team have been incorporated into our framework.





# Sustainability at HUB24

Our Board-approved Risk Appetite Statement and Risk Management Framework consider the full scope of risks we face, including emerging risks. These have been organised into the following nine material risk categories with a description of the risk, assessment of the risk exposures assessed and alignment to ESG category.

<b>Risk category</b>	<b>Risk summary description</b>	<b>Key risk exposures assessed</b>	<b>ESG category</b>
<i>Strategic</i>	The risk that the Group makes inappropriate strategic choices, does not implement its strategies successfully, or does not respond effectively to changes in the operating environment.	<ul style="list-style-type: none"> <li>• Strategic planning and execution</li> <li>• Change management</li> <li>• Product and service development</li> <li>• Achieving benefits of strategic transactions</li> </ul>	<ul style="list-style-type: none"> <li>• Governance</li> <li>• Social</li> </ul>
<i>Operational</i>	The risk of loss resulting from inadequate or failed internal processes, people and systems or from external events.	<ul style="list-style-type: none"> <li>• Operational processes</li> <li>• Corporate security</li> <li>• Supplier management</li> <li>• Product and service management</li> <li>• Business continuity</li> <li>• Customer conduct</li> <li>• Complaints</li> <li>• Investment risk</li> </ul>	<ul style="list-style-type: none"> <li>• Governance</li> <li>• Social</li> <li>• Environment</li> </ul>
<i>Compliance &amp; Conduct</i>	The risk of failing to abide by compliance obligations required of us or otherwise failing to have behaviours and practices that deliver suitable, fair and clear outcomes for our customers and that support market integrity.	<ul style="list-style-type: none"> <li>• Legislative and regulatory change</li> <li>• Regulatory footprint of the business</li> <li>• Market conduct</li> </ul>	<ul style="list-style-type: none"> <li>• Governance</li> <li>• Social</li> <li>• Environment</li> </ul>
<i>Reputation &amp; Sustainability</i>	The risk that an action, inaction, investment or event will reduce trust in the Group's integrity and competence.	<ul style="list-style-type: none"> <li>• Social and environment risk</li> <li>• Internal and external perceptions of the Group</li> </ul>	<ul style="list-style-type: none"> <li>• Social</li> <li>• Governance</li> <li>• Environment</li> </ul>
<i>Financial</i>	The risk that the Group does not achieve its financial objectives or fails to comply with financial disclosure, liquidity, capital and tax requirements.	<ul style="list-style-type: none"> <li>• Financial performance and disclosures</li> <li>• Capital and liquidity management</li> <li>• Corporate tax</li> </ul>	<ul style="list-style-type: none"> <li>• Social</li> <li>• Governance</li> </ul>
<i>Distribution</i>	The risk of inappropriate market distribution, including our approach to sales and distribution strategies, channels, clients and/or inappropriate management of client and customer relationships and activities.	<ul style="list-style-type: none"> <li>• Selection and oversight of distribution partners</li> <li>• Marketing and promotional activity</li> </ul>	<ul style="list-style-type: none"> <li>• Social</li> <li>• Governance</li> </ul>
<i>People</i>	The risk that the Group does not have sufficiently capable people or does not create an environment that is conducive to achieving our strategy.	<ul style="list-style-type: none"> <li>• Employment obligations and people safety</li> <li>• Culture and engagement</li> <li>• Attraction and retention of people</li> </ul>	<ul style="list-style-type: none"> <li>• Social</li> <li>• Governance</li> </ul>
<i>Financial Crime &amp; Fraud</i>	The risk that the Group fails to prevent illicit activities such as fraud, money laundering, terrorism financing or corruption or comply with sanction requirements.	<ul style="list-style-type: none"> <li>• Money laundering and terrorism financing</li> <li>• Bribery and corruption</li> <li>• Sanctions</li> <li>• Frauds and scams</li> </ul>	<ul style="list-style-type: none"> <li>• Social</li> <li>• Governance</li> </ul>
<i>Cyber, Data and technology</i>	The risk that the Group's or its third parties' data or technology are inappropriately accessed, manipulated or damaged or unable to be accessed due to outages, cybersecurity threats and vulnerabilities.	<ul style="list-style-type: none"> <li>• Platform vulnerabilities</li> <li>• Data security and access</li> <li>• Data management and control</li> <li>• Privacy</li> </ul>	<ul style="list-style-type: none"> <li>• Social</li> <li>• Governance</li> </ul>

# Sustainability at HUB24

## OUR BUSINESS AND STRATEGY

HUB24's purpose is to empower better financial futures, together. To fulfil this purpose, the HUB24 Group delivers platform, data and technology solutions that empower financial professionals to deliver better financial futures for their clients. Our HUB24 Group values underpin everything we do, are embedded in our sustainability strategy and aligned to our ESG key focus areas.

### Our purpose:

Empowering better financial futures, together

### Our vision:

Lead the wealth industry as the best provider of integrated platform, technology and data solutions

### Our strategic pillars:



#### Lead today

Delivering customer value and growth



#### Create tomorrow

Creating integrated wealth technology and platform solutions



#### Build together

Collaborating to shape the future of the wealth industry



#### Be future ready

Developing our people, capabilities and infrastructure to support our future growth strategies

### Our values



#### Enable our clients

We succeed when we add value to our clients, partners and customers. We make it easier to access professional advice and empower better financial futures, together.



#### Create possibilities

We start with yes, explore new ways, and rethink how we can deliver smarter. With curiosity and discipline, we continuously pursue what could be and keep evolving.



#### Succeed as one

We're a high performing team that achieves more by leveraging our strengths and collaborating together. We are better together.

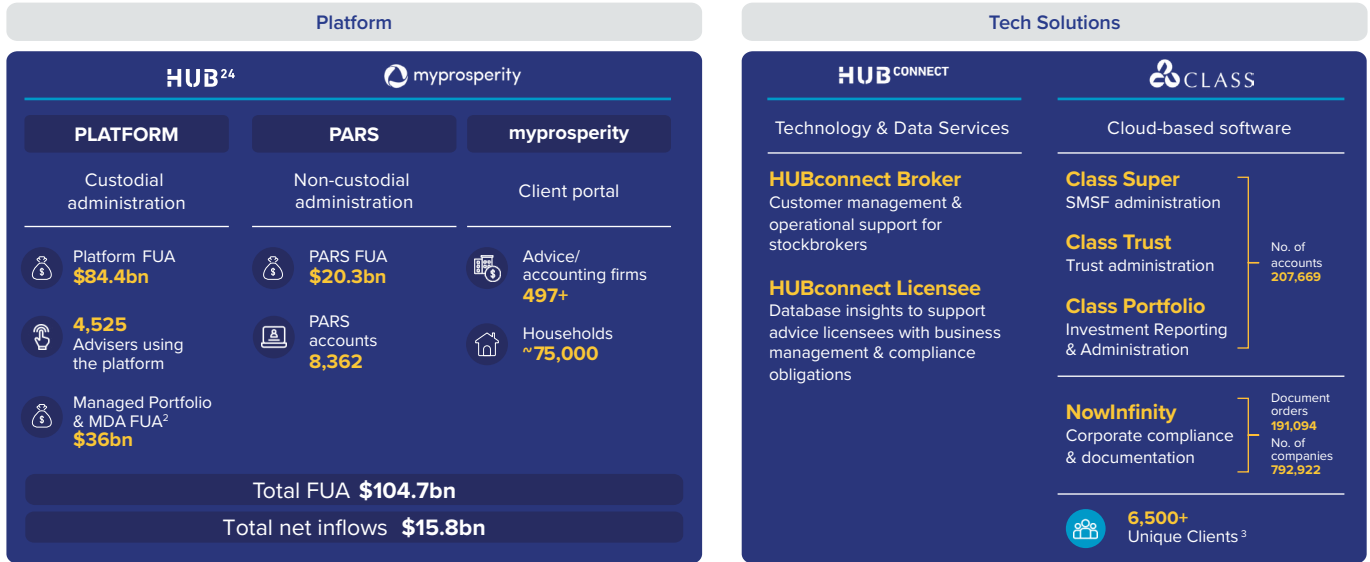


#### Deliver with integrity

We take our responsibilities seriously. We bring energy, authenticity and focus for our clients, our industry and each other.

# Sustainability at HUB24

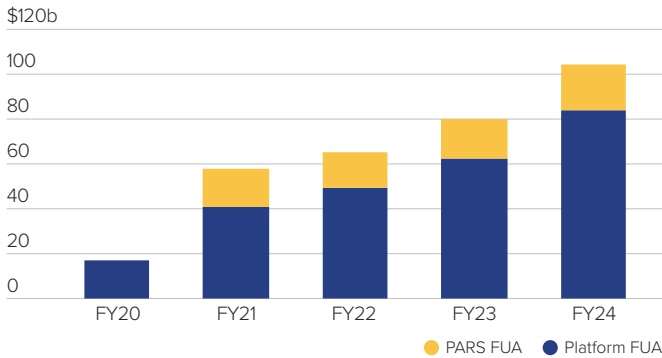
## HUB24 GROUP AT A GLANCE<sup>1</sup>



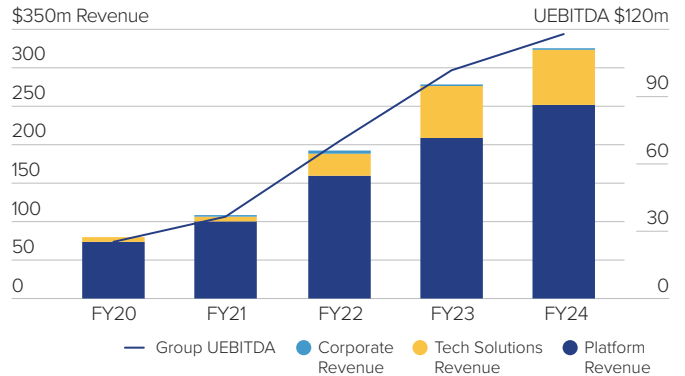
1. Data as at 30 June 2024 unless otherwise stated  
 2. Managed Portfolio and MDA FUA as at 30 June 2024  
 3. Class customer base represents practices of accountants, administrators and advisers as at 30 June 2024

## CONSISTENTLY DELIVERING GROWTH AND RESULTS

### Funds under administration 4-YR CAGR +57%



### Group Revenue<sup>1</sup> 4-YR CAGR +42% ▲ Group UEBITDA<sup>1</sup> 4-YR CAGR +47% ▲



1. Revenue and UEBITDA shown represents a continuing business view. Licensee impacts have been removed due to the sale of Paragem to Diverger in FY21.

### HUB24 vs S&P/ASX200 3-year TSR<sup>1</sup>



1. TSR data sourced from Morningstar 1 July 2021 – 30 June 2024.

# 1. Customers



HUB24 is committed to continually enhancing the customer experience and investing to deliver innovative products and solutions that drive productivity for finance professionals and provide choice and value for their clients. We believe in the value of professional advice and through our market-leading solutions we're empowering better financial futures for more Australians.

## ENHANCING THE CUSTOMER EXPERIENCE

### HUB24 Platform

Over FY24, we exceeded our targets in this area with HUB24's market leadership being recognised by both financial advisers and the broader industry.

The HUB24 Platform achieved the highest Platform Net Promoter Score (NPS) in the 2024 Investment Trends Adviser Technology Needs Report, ranked first for Overall Satisfaction in the 2024 Wealth Insights Platform Service Level Report, and was ranked as Overall Best Platform in the 2024 Adviser Ratings Financial Advice Landscape Report. A full list of rankings and awards for the HUB24 Platform is shown below:

### Awards and recognition across HUB24 Group in FY24

**Investment Trends Platform Competitive Analysis and Benchmarking Report 2023**

HUB24 was awarded:

- #1 Best Platform Overall
- #1 Best Platform Managed Accounts Functionality
- #1 Best Mobile Platform
- #1 Best in Reporting
- #1 Best in Online Business Management

**Adviser Ratings Financial Advice Landscape Report 2024**

HUB24 ranked first in the following categories:

- #1 Best Overall Advice Platform
- #1 Overall Satisfaction
- #1 Best Adviser Experience
- #1 Best Client Experience
- #1 Ease of Onboarding
- #1 Best Investment Options
- #1 Online/Call Centre Support
- #1 BDM Support

**Investment Trends 2024 Adviser Technology Needs Report**

HUB24 rated first in the following categories:

- #1 NPS for all platform users
- #1 Platform Advocacy
- #1 Overall Satisfaction: Wrap Platforms
- #1 Tax Optimisation Tools
- #1 Contact Centre Support
- #1 Practice Management Reporting
- #1 Regulatory Support Tools
- #1 Online Transaction Capabilities
- #1 Demonstrating Client Value
- #1 Range of Investment Options
- #1 Complaints Handling

**2024 Wealth Insights Platform Service Level Report**

HUB24 was rated:

- #1 Overall Satisfaction
- #1 Platform Offering
- #1 Brand Image and Reputation
- #1 BDM Support
- #1 Reporting/Communication
- #1 IT/Web Functionality

**SMSF Adviser Awards 2023**

- Class awarded SMSF Software provider of the Year
- HUB24 awarded SMSF Advice Platform of the Year

**SMSF Accountant Report 2024 Investment Trends**

NowInfinity ranked:

- #1 Primary market share
- #2 Brand awareness

# 1. Customers

## Committed to customer satisfaction and resolving disputes

Across the HUB24 Group, we are committed to providing our customers with customer service excellence which is reflected in our industry recognition and awards. We are also committed to listening to feedback from our customers to improve our services and resolving any complaints in a timely manner. The HUB24 Platform has a dedicated customer service representative to manage any customer complaints and is a member of the Australian Financial Complaints Authority (AFCA).

## Continued platform innovation supporting accessible advice throughout the client lifecycle

During FY24 we continued to expand our products and capabilities to drive advice productivity and enable advisers to meet client needs, including expanding HUB24's platform proposition with new options and product features to broaden our reach and provide advisers with a range of solutions to support the client lifecycle.



### *HUB24 Discover*

In November 2023, we launched HUB24's Discover offer which complements HUB24's Core and Choice offers and creates opportunities for HUB24 to meet the needs of lower balance advised clients. This includes early-stage wealth accumulators and later stage retirees with less complex needs. Discover - designed in conjunction with leading portfolio managers - provides a streamlined selection of managed portfolios in a cost-effective platform and investment solution, and extends HUB24's reach to this part of the market.

### *Retirement income solutions*

As more Australians approach retirement there is a growing need for innovative solutions that will deliver a sustainable retirement income. In November 2023, HUB24 collaborated with Allianz Retire+ to launch AGILE (Allianz Guaranteed Income For Life) which is an innovative longevity product designed to support the growth of clients' retirement assets and the delivery of a guaranteed retirement income stream. AGILE is integrated into the HUB24 platform as an investment option within HUB24 Invest and HUB24 Super.

### *High-net-worth solutions*

To better enable advisers to meet the needs of high-net-worth (HNW) clients, HUB24 delivered an enhancement to the existing HNW offers with the addition of non-custodial administration and reporting capability integrated with HUB24 Invest for directly held client assets. Now in pilot, the new functionality delivers streamlined administration of these investments and enables a 'whole of wealth' view for advisers and their clients. Additionally, HUB24 enhanced access to unlisted domestic fixed income securities and foreign currencies during the year.

# 1. Customers

## Committed to enabling investor ESG preferences

HUB24 continues to expand its investment menu to enable advisers to better meet their clients' investment needs including ESG and Responsible Investment options. HUB24 has one of the largest investment menus in the platform market with a wide range of managed portfolios, managed funds, Australian and US listed exchange traded funds (ETFs), Australian and international listed securities and Term Deposits. This investment menu includes ESG and Responsible Investment focused managed portfolios, managed funds and listed securities including ETFs. Advisers can tailor their investment approach to meet clients' individual ESG investment preferences utilising external data tools HUB24 provides.

## Supporting advisers with ongoing education

In April 2024, as part of our commitment to supporting advisers through education, we launched HUB24's SMSF Academy, a new online CPD-accredited education resource to help advisers meet the rising demand for specialist SMSF advice. Delivered through HUB24's Professional Development Centre, the SMSF Academy provides valuable insights on the client and business benefits of SMSFs for younger investors, empowering advisers with SMSF knowledge and expertise to deliver new client value propositions. This resource complements HUB24's existing Managed Portfolio Academy, and is also available to students and graduates of Striver - a leading HR technology provider – to support the next generation of financial advisers.

We also delivered a range of webinars and white papers providing educational resources to advisers during the year. Given the increasing threat of cybercrime in Australia and the impacts to small business, HUB24 will be launching cybersecurity educational resources in FY25 to support advice businesses.

## CLASS: DELIVERING INNOVATIVE FUNCTIONALITY AND ENHANCED CUSTOMER EXPERIENCE

With a strong client-focused culture, Class is committed to enhancing customer experience and delivering innovative functionality to provide efficiencies and value to customers. During FY24, Class Super was recognised as SMSF Software Provider of the Year in the 2023 SMSF Adviser Awards. In addition, Class increased overall customer satisfaction in the Investment Trends SMSF Adviser and Accountant Report March 2024.

Over FY24, Class launched a range of product enhancements which aim to drive productivity for Class customers. This included a new audit console for Class's workpapers solution, enabling administrators to track manage and submit funds for audits, and the extended rollout of integrated electronic signature functionality to provide document signing for all Class customers more efficiently. Further in September 2023, NowInfinity's SMSF deed was enhanced, providing greater flexibility and clarity for advisers and trustees with regards to estate planning, and enabling customers to establish and maintain entities on behalf of their clients more efficiently.

Towards the end of the reporting period, Class launched the first of its share registry data feeds to enhance the SMSF audit and lodgement process for customers. This functionality simplifies and accelerates the SMSF audit and lodgement process by automating the retrieval and reconciliation of data directly from share registries. This ensures accuracy, reliability, and completeness of data, significantly reducing the manual effort required from auditors. Further share registry integrations will be launched over FY25.

## Supporting education and growth in the SMSF industry

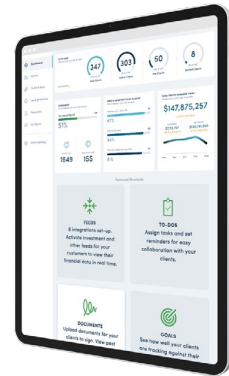
During the year, Class delivered over 50 educational webinars on tax and super legislation and product updates, enabling SMSF professionals to stay up to date with regulatory changes, industry trends and product functionality. Class also hosted its flagship industry conference - Class Ignite - for the first time since 2019, a key initiative in supporting the continued education and growth of the SMSF segment. Held over two days in Sydney, Class Ignite provided over 300 delegates with opportunities to network and access to insights and thought leadership from key industry experts. The Class Annual Benchmark Report was launched at the event, leveraging Class and industry data to deliver key insights on the trends driving the future of the SMSF sector.



# 1. Customers

## LEVERAGING GROUP CAPABILITIES TO DELIVER INTEGRATED SOLUTIONS FOR OUR CUSTOMERS: MYPROSPERITY

HUB24 is committed to leveraging our Group capabilities to deliver integrated solutions for our customers that enhance customer experience and drive productivity to enable accessible professional advice for more Australians. myprosperity's market-leading client portal solution delivers a secure online environment for financial professionals to enhance collaboration and communication with clients and following strong demand from advice licensees for a customised solution for their advisers, HUB24 launched an enterprise offer during the year. Additionally, Class began development of a Class client portal leveraging myprosperity's capabilities, with expected roll out to select clients in FY25.



### Taking a proactive approach to scam and fraud mitigation across the Group

As a data and technology service provider, we recognise our role in protecting and safeguarding the data and information in our care. HUB24 Group takes a proactive approach to counter the increased sophistication and volume of scams impacting Australians and to safeguard the information and data of our customers and their clients. We continually test, evaluate and enhance our scam and fraud mitigation measures to ensure we have robust defences in place across the HUB24 Group. These include the following measures:



#### Internal policies for scam and fraud mitigation

Our Fraud Policy sets out our approach for managing scam and fraud risk, with a focus on preventing, detecting and disrupting incidents through people training and the use of technology. It outlines clear responsibilities for implementation of the policy and resolution of customer matters.



#### Communication with customers

HUB24 has dedicated scam awareness information on our websites, which actively encourages customers to be aware of scams and fraud, protecting themselves from exploitation by choosing secure passwords and safeguarding their personal information.



#### Multi-factor authentication (MFA) on HUB24 Platform

HUB24 enables MFA, a security measure requiring a combination of authentication factors for HUB24 Platform customers to securely log in to their accounts. When MFA is adopted by the customer, they must provide the MFA token to access their account and perform transactional activity such as withdrawals and aggregated trading.



#### Transaction monitoring on HUB24 Platform

Retrospective monitoring of transactions to detect unusual activity on the HUB24 Platform.



#### Complying with Financial Services Council (FSC) Standards

We are committed to continuing to enhance our capability and measures to prevent, detect and disrupt fraud and scams by implementing full compliance with the FSC Standard on Fraud and Scam Mitigation Measures for Superannuation Funds prior to 1 July 2026.



#### Industry collaboration

HUB24 is also an active industry participant in the National Anti-Scam Centre's Fusion Cells, which leverage collective expertise and intelligence across government, law enforcement, industry, and consumer groups to disrupt scams, empower consumers, and find real solutions to reduce losses to scams.

### MEASURE OF SUCCESS AND TARGETS

Measure of success	FY24 result	FY25 target
HUB24 Platform: Investment Trends Adviser Technology Needs Report Platform NPS <sup>1</sup>	#1 Platform NPS	#1 Platform NPS
HUB24 Platform: Best platform according to adviser surveys <sup>2</sup>	#1 Platform	#1 Platform
Class: Customer satisfaction in industry surveys <sup>3</sup>	78%	Maintain

1. 2024 Adviser Technology Needs Report, Investment Trends

2. HUB24 achieved Best Platform Overall in the 2024 Adviser Ratings Financial Advice Landscape Report.

3. March 2024 Investment Trends SMSF Adviser & Accountant Report. In 2024, Class achieved 78% overall satisfaction from primary Class software users.

## 2. People and culture



At HUB24, our people are key to delivering on our purpose to empower better financial futures for more Australians. We're committed to attracting, retaining and developing our talented team and creating a diverse and inclusive workplace where our people can thrive.

### EMPLOYEE ENGAGEMENT

Our continued focus on supporting and engaging our people resulted in strong employee engagement this year, increasing our score from 74% in FY23 to 76% in FY24 and places us in the top quartile comparative group of Australian businesses with 500-1000 employees!<sup>1</sup>

#### Focused on attracting, retaining and developing our people

At HUB24, investment in attracting, developing, rewarding, recognising and retaining talented people remains a priority. By investing in career development, supporting a diverse workplace and fostering a high-performance culture, we aim to build a high performing and engaged workforce. The Group now employs around 900 employees across HUB24 Group, inclusive of Class and myprosperity.

A summary of our key people initiatives for FY24 is shown below.

#### Key People initiative Delivered during FY23

##### *Prioritising our people and culture*

- Recognised in the 2024 Top 10 AFR Boss Best Place to Work for Banking, Superannuation and Financial Services
- Refreshed the HUB24 Group Values to reflect the evolution of our business and culture (including our acquisitions), via an employee-led process, simplifying to four key values (see more page 8):

#### ENABLE OUR CLIENTS | CREATE POSSIBILITIES | SUCCEED AS ONE | DELIVER WITH INTEGRITY

- Invested in new office premises to accommodate employee growth, increasing connection and collaboration and improving the employee workplace experience
- Enhanced our focus on diversity and inclusion through increased awareness and celebration of our diverse workforce, including cultural celebrations, gender diversity initiatives, accessibility and workplace accommodation processes and support for our LGBTQIA+ community
- Conducted regular employee engagement surveys – drove an engagement increase of 2 points year-on-year
- Continued focus on communication, virtual and in-person connections and celebrations in all locations
- Refreshed our recognition program 'HUBheroes', recognising and rewarding our people and enhancing our values-based culture
- Encouraged 'giving back' to the community through matched donations, volunteering and contribution to community partnerships as part of our HUBempower program
- Implemented enhanced short term incentive program for a broader range of employees, incorporating deferrals into restricted shares

##### *Investing in development and providing career opportunities*

- Continued to roll out targeted training for our identified high-potential talent cohort, focused on self-awareness and enhancing personal capabilities and strengths
- Increased our investment in leadership training, including coaching capabilities, individual coaching for cohorts of senior leaders, strategic leadership and targeted mentoring
- Revived our company-wide Hackathon event to encourage and promote innovative thinking
- Expanded our undergraduate technology intern ('Tech-tern') program, with a cohort of 20 interns
- Encouraged internal progression, with 11% of all people achieving promotions, split 60% males and 40% females
- Scoped the expansion of Senior Leader and People Leader Forums

##### *Supporting work-life balance and wellbeing*

- Offered wellbeing resources and initiatives relating to fitness, nutrition and mental health, including a guest speaker for World Mental Health Day (>84% positive sentiment on wellbeing from our employees)
- Continued to support a hybrid working model, encouraging flexibility and work-life balance (>85% positive sentiment from our employees)
- Increased promotion of volunteering leave for all permanent and fixed-contract employees, with one day each year available for charity and community service
- Increased education and awareness on monitoring and addressing potential psychosocial hazards
- Saw a 44% increase in people taking paid parental leave, following further enhancements to our Parental Leave benefits during FY23, including paid leave for non-primary carers
- Drove greater activation and a 5% increase in usage of our wellbeing partner resources via a comprehensive employee health and wellbeing program, including access to 24/7 medical, mental health and safety support for our people and their immediate family members

1. Benchmarked against top 25% of Australian companies (500-1,000 employees) with a comparative average of 75% engagement, Culture Amp January 2024.



## 2. People and culture



“The refresh of our HUB24 Group values was an employee-led initiative which has really brought our culture to life. Our new values reflect our Group’s strong foundations and the evolution of our business and culture to ensure our long-term success.”

Amy Rixon, Chief People Officer

### Providing learning and development opportunities for our people

During FY24, we continued to focus on talent development for both long-term employees and new starters. This included the provision of career development options for all our people and targeted training for high-potential talent.

We also remained focused on enabling internal progression and career opportunities for our people across the HUB24 Group, with 12% of our people moving internally and via promotions during the year. In addition, we continued to invest in developing new skills and capabilities in our people including data, cyber, machine learning, product and innovation, for roles supporting customer outcomes and our people managers.

HUB24 continues to offer a broad range of training and development opportunities for people across all departments and career stages:

- Professional skills training via the Australian Institute of Management with 54 employees completing short courses during FY24.
- Next-generation executive readiness preparation via the Australian Graduate School of Management (AGSM).
- Key skill development and training for people leaders on emerging people-related risks and regulatory requirements.
- Gallup Boss to Coach training for our Operational Leadership Team – rated 99% satisfaction by our attendees (average engagement and feedback rating).
- New six-month ‘Hello Coach’ program for our female leaders launched in February 2024.
- Early Career Professionals Masterclass series launched to upskill our younger cohort.
- Broadened access to technical training to support niche knowledge areas across our Product, Operations and Technology teams.

We continued to embed our internal communication program throughout the year to drive higher engagement and productivity and enable a more strategic approach to effective communication across the HUB24 Group, combined with an improved focus on virtual and in-person connections and celebrations, to enhance collaboration and provide opportunities for recognition.

For FY25, we are targeting further improvements around employee engagement, maintaining a benchmark in line with the top quartile Australian companies (and industry groups).

### MEASURE OF SUCCESS AND TARGETS

Measure of success	FY24 result	FY25 target
Employee engagement score	76%	Top quartile <sup>1</sup>

1. Benchmarked against top 25% of Australian companies (500-1,000 employees) with a comparative average of 75% engagement, Culture Amp January 2024.

## 2. People and culture

### DIVERSITY AND INCLUSION

With an enhanced focus on diversity and inclusion across the HUB24 Group over FY24, we continued to welcome and celebrate all cultures, identities, ages and abilities. As at 30 June 2024, we achieved our diversity and inclusion (gender) targets across all levels of the organisation.

#### Continuing to prioritise gender diversity

Gender diversity continues to be a key consideration for Board composition and succession planning.

Our current 50% female Board membership exceeds the ASX Corporate Governance Principles and Recommendations objective of a minimum 30% representation of each gender. HUB24 is committed to maintaining Board diversity ratios above the ASX recommended levels and achieving our target of 40% female, 40% male and 20% open.

At a corporate level, HUB24 Group’s Executive Leadership Team and across the organisation, we have maintained our representation targets for the broader team in FY24.

In May 2024, HUB24 was officially endorsed by WORK180 as an organisation committed to supporting women in the workplace by promoting fair and equal representation, opportunities and pay for all women. In addition, we launched our female leaders coaching program to support progression and representation of women leaders.

HUB24 continues its commitment to support gender pay equity by conducting annual gender pay gap analysis and reviews, and WGEA Gender Pay Equity submission.



Measure of success	FY24 result	FY25 target
Board	50% female <sup>1</sup> 50% male	40% female 40% male 20% open
Leadership Team (CEO & Direct Reports)	45% female 55% male	40% female 40% male 20% open
Our Team	43% female 56% male 1% other	40% female 40% male 20% open

1. Ms Michelle Tredenick was appointed as NED effective 11 June 2024

## 2. People and culture

### Celebrating our diverse workforce

At HUB24, we believe that diversity plays a key role in driving innovation, employee engagement and productivity and we're committed to enabling our team to feel accepted and supported in a workplace that respects individual differences. During FY24, we continued to promote awareness and celebration around diversity, including accessibility support, and celebrating significant religious and cultural events such as Eid and Diwali, International Women's Day (see images below), the Women in Finance Industry Awards, and Pride Month. Feedback from our employee engagement survey shows our focus on diversity and inclusion is one of the highest-ranking areas (Top 25th percentile). We remain committed to promoting diversity and inclusion across a broad range of workforce demographics and continuing to enhance and celebrate HUB24's workforce diversity.



Alongside our diversity targets, we maintain our focus on four key areas to encourage a diverse and inclusive workplace.



#### *Recruitment and selection*

HUB24 proactively works to create broad and diverse candidate pools and ensure an unbiased selection process to maintain a diverse workforce, including achieving our gender diversity target outcomes. We also recognise the importance of accessibility and promote our workplace accommodations process to attract candidates of all abilities.



#### *Talent and development*

HUB24 encourages and supports growth and development opportunities for all our people to help them reach their full potential. Talent planning processes ensure the identification of individuals from a range of backgrounds, and managers work closely with these people to develop their skills, experience and capability. A key focus area is enhancing female representation at all levels of leadership through talent development and succession planning processes.



#### *Remuneration, recognition and reward*

HUB24 rewards people based on individual merit and places a strong focus on demonstrating our Group values. We review remuneration across 'like-for-like' roles on an annual basis to identify any pay gaps which may arise, including specifically considering any gender pay gap. We are transparent about our commitment to differentiating reward based on performance.



#### *Flexible working*

HUB24 recognises the value of supporting flexible working arrangements for our people. Options available to our team members include paid parental leave, part time work, and the opportunity to work remotely, with the intention of developing better business outcomes through a well-supported and engaged team.

In partnership with Work180, HUB24 will continue to profile our commitment to encourage female talent to the business.

## 2. People and culture

During FY24, we celebrated being named in the Top 10 AFR Boss Best Places to Work awards in the Banking, Superannuation & Financial Services category.



### Supporting diversity through recruitment and selection

We employ a range of practices to promote inclusion and achieve greater diversity through recruitment, including:

- Using gender-neutral language in job advertisements to attract a broad range of gender-diverse candidates.
- Encouraging recruiting managers to always consider if roles can be more flexible, for example part-time or remote.
- Partnering with organisations like Work180 to attract a broader range of female candidates.
- Providing training for hiring managers around unconscious bias – both positive and negative – when recruiting, to remove unintended barriers to diverse hiring.
- Continuing to profile our commitment to diversity and inclusion through awareness, education and celebration of our diverse workforce (including highlighting cultural diversity, supporting all abilities, focus on gender equality and active allyship for our LGBTQIA+ community).

### Promoting talent and development

We encourage all our people to develop their skills and experience through training, skills development and taking on new opportunities such as secondments. Additional measures are in place to remove barriers for those who may traditionally not take up extension or leadership opportunities.

In FY24, we continued to map our talent potential and identified targeted development opportunities. This helped to fast-track training and development of key talent, boosting engagement and assisting with retention.

Over the last 12 months, we piloted a female leader coaching program and introduced a new female career mentoring connection initiative.

### Focused on remuneration, recognition and reward

We work to proactively ensure any systemic barriers contributing to a potential gender pay gap are addressed and our performance-based rewards are reviewed annually.

Our annual gender pay analysis and WGEA gender pay equity submission demonstrates our commitment to ensure we remove bias from decisions relating to remuneration, and that we strive to positively outperform industry benchmarks. We continue to focus on achieving pay parity through increased female representation at all levels, and offering training, talent development and proactive succession planning to enhance female representation at all levels across the Group.

### Providing flexible working options

We provide flexible working options for our team, enabling strong workforce participation across our multiple sites and providing employees with the ability to manage their work-life balance in a way that enables face to face connection with colleagues, the ability to service our customers efficiently, and delivers on our business objectives.

## 3. Governance



Sound governance is essential to the continued success and sustainability of our business and we remain committed to adhering to Australian corporate governance standards. We also recognise the importance of managing risk effectively and upholding strong behaviours that reflect our values.

### BUSINESS ETHICS AND INTEGRITY

#### Sound corporate governance

HUB24's Board is committed to upholding high corporate governance standards and complying with the ASX Corporate Governance Council's Principles and Recommendations 4th Edition February 2019, as detailed in our Corporate Governance Statement.

HUB24's corporate values, which were refreshed in FY24 (see page 8), recognise our responsibilities to our shareholders, customers, our people and the community. We maintain and evolve policies that govern our team's responsibilities as employees of HUB24.

The table below outlines our key Corporate Governance policies and statements, which are available on our website at [www.hub24.com.au/shareholder-centre/corporate-governance/](http://www.hub24.com.au/shareholder-centre/corporate-governance/)

Policy	Purpose
<i>Code of Conduct</i>	Articulates the values and principles we expect our people to adhere to when performing their responsibilities.
<i>Modern Slavery Statement</i>	Our modern slavery framework has been established to identify and reduce the risk of exposure to modern slavery and human trafficking. This involves, amongst other things, undertaking risk assessments and due diligence on third party suppliers to assess their exposure to modern slavery and human trafficking, and ensuring our staff are appropriately trained on the modern slavery framework.
<i>Anti-Bribery and Corruption Policy</i>	Our Anti-Bribery and Corruption Policy prohibits HUB24 Directors and our people from engaging in activity that constitutes bribery, corruption and facilitation payments, and provides guidance on how to recognise and deal with bribery and corruption issues. Incidents that are notified under the Anti-Bribery and Corruption Policy are required to be reported to the Audit, Risk and Compliance Committee and the Board.
<i>Whistleblower Policy</i>	All of our people are expected to complete training on our Whistleblower Policy. Our people are encouraged to report behaviours or instances that are not in accordance with our Code of Conduct, procedures, processes and regulatory requirements. Team members and other specified persons can report these matters via our Whistleblower Policy. Material incidents that are notified under the Whistleblower Policy are required to be reported to the Audit, Risk and Compliance Committee and the Board.
<i>Market Disclosure Policy</i>	This Policy articulates our obligations as a publicly listed company regarding disclosure of information to the market and the ASX. It also provides our people with guidelines as to how to treat and deal with market sensitive information.
<i>Shareholder Communication Policy</i>	As a public company listed on the ASX, HUB24 has an obligation to keep securityholders continuously informed of important news and events relating to the HUB24 Group, particularly those that are price sensitive. This Policy articulates how we communicate to HUB24 securityholders
<i>Securities Dealings Policy</i>	As a public company listed on the ASX, HUB24 has an obligation and focus on ensuring there are clear guidelines for our people in trading HUB24 Securities. This Policy provides our people with guidelines to ensure our legal and regulatory obligations are met.
<i>HUB24 Board Diversity Policy</i>	HUB24 considers diversity to broadly include characteristics such as age, gender, gender identity, physical ability, disability, socio-economic background, cultural background and ethnicity, marital, family or relationship status, religious beliefs and sexual orientation. It also refers to diverse opinions, ways of thinking and working. Our policies also articulate how the HUB24 Board seeks to ensure it has an appropriate mix of diversity, experience and expertise to be well equipped to help HUB24 navigate opportunities and challenges faced.
<i>HUB24 Group Diversity Policy</i>	Our focus on diversity and inclusion is about valuing individual differences and the knowledge, skills and experience people bring to the workplace. These policies outline the roles, responsibilities and accountabilities of all of our people in ensuring HUB24 promotes a diverse culture where everyone feels respected and valued, and able to participate fully to the best of their ability with equal access to opportunity.

### 3. Governance

**Effective risk management**

HUB24’s Risk Appetite Statement describes the Board’s expectations of considering risk in decision-making and business practices and provides guidance on expected risk-taking behaviours for our people. In FY24, HUB24 refreshed its Risk Management Framework and Risk Appetite Statement. These frameworks and policies provide guidance and parameters for how HUB24 will deliver effective risk management outcomes and empower our people to take risk and seek reward where it is aligned to our purpose, values, and is within risk appetite. As described in detail on page 8, HUB24 refreshed its company values during the year, introducing ‘Deliver with integrity’ as a key principle. Our people play a crucial role in upholding this value which is integral to our risk management approach as it involves taking our responsibilities seriously, being transparent, and consistently doing the right thing. By fostering an environment where honesty and accountability are paramount, we ensure that risk management is embedded in our daily operations and decision-making processes.

In FY24 HUB24 conducted its second risk culture survey, which provides insights into perceived risk management structures and behaviours across ten key risk culture dimensions identified by APRA. The HUB24 Group achieved a strong result and scored favourably across behavioural dimensions, reflecting effective risk management behaviours and daily risk management practices.

**Our commitment to human rights – modern slavery**

HUB24 supports the UN Guiding Principles on Business and Human Rights and recognises that the nature and reach of our businesses may expose us to the risk of modern slavery in our value chain (our people, our operations, partners and customers, and our supply chain). We are committed to identifying and mitigating modern slavery risks and outline our approach in HUB24’s Modern Slavery Statement. This also includes our progress to mitigate and manage risk exposure and how we assess the effectiveness of our actions, which is critical to driving continuous improvement in our approach to modern slavery risk.

**Linking both behaviours and outcomes to people performance**

Our expectations about individual responsibility for risk management are communicated clearly in the recruitment and onboarding process, in new employee inductions and during the performance review cycle through mid-probation check-ins and quarterly leader touchpoints. Our people performance assessment process continues to measure both what and how specific KPIs have been achieved, including consistent criteria against risk management and values. Strong performance across both outcomes and demonstrated behaviours is essential for an individual to be awarded a high overall performance rating. Behaviours which do not meet HUB24’s expectations can limit the individual’s overall performance rating and financial outcomes.

**Strengthening our risk-aware culture through educating our people**

HUB24 continues to strengthen our risk culture by delivering comprehensive training to all our people, which reflects our expectations and responsibilities in relation to business ethics, integrity and compliance. During FY24, we achieved a mandatory training completion rate of 100% for everyone across the Group, including the myprosperity team (acquired in May 2023) which has now transitioned to the HUB24 Group model.

Mandatory role-specific training modules are assigned to each individual and are regularly reviewed and updated as appropriate. Key modules and topics include IT Acceptable Use Policy, Cyber security, Modern Slavery Policy, Whistleblower Policy, Privacy, Work Health & Safety, Anti-bullying, Anti-harassment and discrimination and other relevant financial modules such as Regulatory Guide 271: internal dispute resolution.

**MEASURE OF SUCCESS AND TARGETS**

Measure of success	FY24 result	FY25 target
Completion of employee mandatory training	100% <sup>1</sup>	100%
Compliance with ASX Corporate Governance Principles	100% <sup>2</sup>	100%

1. As at 30 June 2024.

2. As at 30 June 2024, the Board had 50% female representation, which was above the ASX recommendation of 30%. Michelle Tredenick was appointed on 11 June 2024.

## 4. Cyber security and data privacy



We continue to prioritise data privacy and security, taking a proactive approach to managing cyber security threats and ensuring data security for our customers and our business. During the year, we continued to mature the Australian Cyber Security Centre's (ACSC) Essential Eight mitigation strategies across the HUB24 Group and maintained compliance with ISO 27001.

### Our cyber security framework

At HUB24 Group, we are committed to maintaining robust information and cyber security by adhering to sound practices and industry frameworks. This includes the internationally recognised ISO 27001 standard and the Australian Cyber Security Centre's Essential Eight mitigation strategies.

We have a comprehensive suite of technical security measures in place to safeguard our information and assets and regularly review and update our policies and procedures to ensure they are effective. Additionally, we deliver mandatory security awareness training to our people and additional communication on topics such as social engineering, authentication best practices and local threat alerts.

HUB24 Group maintains an extensive range of internal and external validation and assessment processes to ensure the robustness of our security capabilities and controls. Our focus is on defending against the evolving threat landscape, continually improving our incident response and recovery capabilities through regular simulation exercises. As threats evolve, we review and conduct internal assessments on our controls to ensure they remain effective, and regularly undertake vulnerability assessments to ensure risks are understood and managed effectively.

### Enhancing cyber security across the Group

At HUB24, we are committed to continuously improving our cyber resilience program across our offerings, including the HUB24 Platform, Class and myprosperity.

Over FY24, we maintained ISO 27001 certification across the Group and enhanced our overall cyber resilience program. This included implementing an Information Security Management System (ISMS) certified against ISO 27001, demonstrating our commitment to ensuring the security of our information and that of our customers and partners. We implemented additional security measures to protect our information, and established new processes that ensure our policies and procedures are continually enhanced.

We also extended our maturity towards the Essential Eight strategy recommendations of the Australian Cyber Security Centre, maintaining Level 1 of the eight control areas for the core HUB24 Platform business and progressing towards Level 2 as at November 2023. As the cybersecurity environment continues to evolve, the Australian Cybersecurity Centre revised its Essential Eight guidelines in November 2023, superseding the previous framework. As a result, HUB24 is now working towards the revised framework, enhancing controls across the Group to further strengthen our cyber security defences.<sup>1</sup>

We also continued to mature our processes and practices, including the review and further refinement of Crisis Management and Incident Response plans.

### Delivering education and secure client collaboration and communication solutions for customers

- *With a 23% increase in cybercrime in Australia over the last 12 months and an average cost of cybercrime for small business estimated to be \$46,000, HUB24 is committed to educating our customers through webinars and whitepapers, and delivering solutions that support advisers and their clients.<sup>2</sup>*
- *myprosperity is a leading provider of client portal technology delivering a secure online environment for finance professionals to collaborate and communicate with their clients efficiently. During the year, myprosperity launched an enterprise licensing model for HUB24 customers and began development of a client portal for Class customers - to drive practice efficiencies, deliver seamless integrations and enhance client engagement with bank level encryption and security.*

1. As at October 2023, the HUB24 Platform business had maintained Level 1 and made good progress towards Level 2 as per the Essential Eight strategy recommendations of the Australian Cyber Security Centre. In November 2023, the Australian Cyber Security Centre published a revised framework superseding the previous version. As a result HUB24 is now working towards the revised Level 1 maturity across the Group.

2. Australian Signals Directorate - [www.asd.gov.au](http://www.asd.gov.au)

## 4. Cyber security and data privacy

### Committed to maintaining data integrity and confidentiality

We recognise the importance of maintaining the integrity and confidentiality of customer data and during FY24, we further uplifted our privacy capabilities through the hiring of a dedicated Privacy & Data Risk Manager and conducting a review of our internal privacy practices and processes. To further strengthen our capabilities, a committee was established to oversee matters at the convergence of privacy, cyber and data governance.

We continued to ensure the completion of mandatory training across the business, as well as monitoring its effectiveness, and conducted new activities to further embed privacy comprehension and awareness for our people. This included participating in and supporting the Office of the Australian Information Commissioner’s annual Privacy Awareness Week in May 2024.

### Enhancing cyber security and privacy awareness

We remain committed to increasing our team’s awareness and during the year our internal training and awareness programs included:

- Cyber security and awareness training, including simulated phishing campaigns with increasing levels of complexity to educate our people;
- Providing regular cyber security newsletters, to keep our people up to date on the latest cyber scams and fraudulent behaviours; and
- Privacy awareness training, including e-learning modules and Privacy Awareness Week activities, to reinforce the importance of privacy and protecting the personal information in our care.

### MEASURE OF SUCCESS AND TARGETS

Measure of success	FY24 result	FY25 target
Continued maintenance of ISO 27001 IT compliance standards, operating on an annual program of surveillance audits and a full recertification every three years	Achieved across HUB24, Class and myprosperity	Maintain ISO 27001 certification across HUB24, Class and myprosperity
Adherence to the Essential Eight strategy recommendations of the Australian Cyber Security Centre	Maintained Level 1 of the eight control areas for the core HUB24 Platform business and progressed towards Level 2 as at Nov 2023  Baselined progress against revised standards and progressed towards Level 1 maturity across HUB24 Group <sup>1</sup>	Progress towards 80% of the revised Essential Eight Maturity Level 1 framework across HUB24 Group

1. In FY24, the HUB24 Platform business maintained Level 1 and made good progress towards Level 2 of the Essential Eight strategy recommendations of the Australian Cyber Security Centre as per the framework published in November 2022. In November 2023, a new framework was published, superseding the previous framework, and as a result HUB24 is now working towards revised Level 1 maturity across the Group.



## 5. Digitisation and innovation



At HUB24, we're committed to continual innovation and leveraging our data and technology expertise to shape the future of the wealth industry and empower better financial futures.

By collaborating with the industry and investing in innovation, we're transforming the client experience, revolutionising operations and unlocking the power of data to enable and support decision making to create a sustainable future for the advice industry.

### Investing in AI and emerging technologies to enable accessible advice to more Australians

In 2018, we began deepening our collaboration with large licensees to better understand the key challenges in the delivery of financial advice. At the same time, we established the HUB24 Innovation Lab to explore how emerging technologies can solve these challenges for advisers and licensees and deliver better outcomes at scale for the advice industry and their clients.

Today, led by an industry expert in AI, HUB24's Innovation Lab continues to test and build solutions using AI, machine learning, robotic process automation and other emerging technologies to deliver new and enhanced products to meet evolving business and customer needs. The Innovation Lab is focused on unlocking the power of data to enable and support decision making, transform the client experience, and revolutionise operations – not only for the advice industry but across the HUB24 Group.

At HUB24, AI is not a standalone initiative but a key enabler of our strategy to drive productivity, transform the customer experience and shape the future of the industry. By investing in innovation and collaborating with the industry, we're finding new ways of working to empower better financial futures, together.

### Unlocking the power of data to support decision making and create business efficiencies

By working with large licensees via HUB24's Innovation Lab and unlocking large sets of data, HUB24 has developed machine learning solutions and data driven algorithms that create business efficiencies for licensees and advisers and improve their clients' experience.

Historically, the majority of data within advice businesses has been held in an 'unstructured' format (in documents such as PDFs, word files, emails and CRM systems), making it harder to access and utilise the data effectively. By accessing and cleansing the data and combining it with information from other sources, it helps to further enrich the data through machine learning and other technologies to add value to the business at hand.

### Driving productivity and delivering insights for advice businesses

By consolidating data sets and utilising machine learning, HUBconnect delivers efficiencies and insights for licensees and advisers including automated reporting and analytics that enable effective business management, reporting and compliance monitoring.

#### HUBCONNECT LICENSEE

- Delivers business insights to licensees to increase advice practice value and identify growth opportunities
- Enables licensees to improve efficiencies and reduce manual tasks
- Supports compliance management

#### ADVICE PRACTICE INSIGHTS (IN DEVELOPMENT)

- Provides advice principals and advisers access to dashboards to self-manage obligations, performance and their data
- Delivers adviser benchmarks – e.g. client numbers, revenue data and trends
- Enables view of client demographics, service dates, revenue per client

# 5. Digitisation and innovation

## Transforming client experiences through AI

AI can be instrumental in transforming how advice businesses engage with and serve their clients and this will be a key focus area for HUB24's Innovation Lab going forward. By leveraging natural language processing and generative AI capabilities, we are working to enable advisers to have more intuitive, personalised and efficient client interactions. This includes initiatives to use voice AI to streamline advice capture and documentation, which will save time for advisers so they can focus more on understanding client needs and providing high-value guidance.

## Revolutionising operations to boost productivity

Emerging technologies are not only being used to deliver productivity to our customers, but also to boost productivity within the HUB24 Group by streamlining processes, reducing costs, and improving efficiency. For example, HUB24's internal mail house solution uses AI to read, classify and process up to 17,000 documents per month, which includes investment and dividend statements, to drive in-house productivity and more efficiently support our customers.

### MEASURE OF SUCCESS AND TARGETS

#### Measure of success

#### FY25 target

Workflow and scalability

- Demonstrated progress towards automating tasks
- Build together with industry to create scalable solutions

## 6. Social



At HUB24, we believe in responsible corporate citizenship, supporting charities and communities across Australia and reducing our environmental impact for a sustainable future. Our approach to social responsibility is underpinned by our company values and our purpose of empowering better financial futures, together.

### COMMUNITY CONTRIBUTION AND INVESTMENT

Over FY24, we supported a range of community initiatives, providing \$150,000 in financial and in-kind support to our community partners, and introduced initiatives to boost employee engagement and increase internal and external awareness around our HUBempower community giving program.

During the year, we continued to enhance HUBempower, further aligning the program to our company purpose of empowering better financial futures, and building awareness both internally and externally.

**In FY24 HUB24 supported the following non-profit organisations with financial and in-kind support:**



**Pro Bono Financial  
Advice Network**

#### *Pro Bono Financial Advice Network*

The Pro Bono Financial Advice Network (PFAN) is a trusted network of professionals helping Australians living with a personal health crisis and experiencing financial hardship to improve their financial wellbeing through the provision of pro bono financial advice. HUB24 believes in the value of advice and the positive impact it can have on individuals and communities. As a corporate partner, we provide financial support in addition to Board membership, skills sharing and networking opportunities to enable PFAN to drive awareness and recruit financial advisers to join the Network.



**CAPE YORK  
LEADERS  
PROGRAM**

#### *Cape York Partnership*

Cape York Partnership is a non-profit Indigenous organisation empowering the people of Cape York to choose a life they have reason to value. With long-term community outcomes in mind, HUB24 provides funding to its Cape York Leaders Program and supports the tertiary education of two students from the region.



#### *FICAP*

FICAP's (Financial Industry Community Aid Program) goal is to support ill or disadvantaged young people and their families. As one of FICAP's financial industry partners, HUB24 supports FICAP to raise money for a range of charities that benefit young Australians and their families



**The Smith  
Family**

**Learn today, change tomorrow.**

#### *The Smith Family*

The Smith Family helps young Australians to overcome educational inequality caused by poverty. As a corporate partner, HUB24 supports the organisation's *Digital Learning Essentials* program, enabling students to become digitally included with a reliable device, internet access, digital skills and technical support. In FY24, HUB24 supported the distribution of 64 '*Digital Learning Essential packs*' for the *Digital Learning Essentials* program, helping young Australians overcome the digital divide and achieve their potential.



**SAVE A CHILD'S HEART**

#### *Save a Child's Heart Australia*

HUB24 is a long-term supporter of Save a Child's Heart, a non-profit organisation with the mission of improving the quality of paediatric care for children in developing countries.

# 6. Social

## Increasing engagement and awareness via HUBempower initiatives

During the year, we provided our people with increased opportunities to connect, engage and give back to the community - increasing employee awareness and engagement around our HUBempower community giving program. This included providing access to volunteer opportunities through our community partners, volunteer leave, and through our employee gift-matching program. To boost awareness and participation, we also enhanced our employee communication program by highlighting HUBempower initiatives via community partner presentations at our internal Town Halls and via our intranet.

We also increased awareness of HUBempower via HUB24’s social media channels and website, which included building awareness of our community partners, HUB24’s fundraising initiatives, our volunteering experiences and by supporting PFAN’s marketing efforts (see page 27).

## Inspiring students to strive for better financial futures

Through our partnership with The Smith Family, our people have the opportunity to positively impact the lives of young Australians and deliver to our company purpose of empowering better financial futures, together

In April 2024, we welcomed 20 high school students to one of our Sydney offices, to take part in a two-day *Work Inspiration* program. Designed to ensure that a student’s first experience of the world of work is positive, meaningful and inspiring, the program provided students with the chance to broaden their horizons and develop aspirations about their interests, strengths and future careers. It also provided our people from different divisions across the business with the opportunity to develop and run the workshop sessions and engage with the students around their career aspirations. The program was well received by the students and our teams, with further sessions planned for FY25.



## Encouraging employee donations through gift matching

Over FY24, we launched an enhanced employee gift-matching program, whereby HUB24 Group matches employee donations to a range of not-for-profit organisations. This enables our people to double their contribution to their selected cause.

## Giving back through volunteer leave

At HUB24 Group, one of the ways we enable our people to give back to the community is by providing access to volunteer leave, which is often undertaken as a team to also encourage team building and engagement. In March 2024, HUB24 Group’s People & Culture team used their volunteer leave to support Cure Cancer with fundraising and administration and in support of their colleague who is undergoing cancer treatment.



# 6. Social

## Enabling PFAN to build greater awareness around pro bono advice

Over FY24, HUB24 provided PFAN with marketing support and expertise to help build greater awareness of pro bono advice amongst advisers and to drive increased adviser membership. This included supporting PFAN at industry and adviser events, providing networking opportunities, and increasing awareness via media and social media channels. HUB24 is also represented on the PFAN Board.

In recognition of HUB24’s initiatives to drive awareness of PFAN, in June 2024, HUB24 was awarded ‘Community Initiative of the Year’ in the Financial Standard Marketing, Sales and Excellence Awards.



### MEASURE OF SUCCESS AND TARGETS

Measure of success	FY24 result	FY25 target
Contribute to our community via relevant causes and organisations that align with our purpose and vision	\$150,000 contributed to community initiatives: Achieved	\$200,000 contributed to community initiatives
Increase employee engagement and awareness of our HUBempower program	Strong progress – Increased employee engagement, increased external and internal awareness around HUBempower community initiatives	Expand community initiatives aligned to purpose Continue to promote volunteering and employee participation across the Group

## 6. Social

### CLIMATE RISKS AND OPPORTUNITIES

At HUB24, we continue to recognise the impacts of climate change and are committed to supporting the transition to a decarbonised world. During FY24, we expanded on the foundational work completed in FY23 by undertaking a full value chain measurement of Scope 1-3 carbon emissions and developing an emissions reduction plan which will inform our strategy towards net zero emissions by 2030.<sup>1</sup>

#### Measuring our Scope 1-3 emissions

As a financial technology business, HUB24 is committed to evolving our operations to achieve net zero emissions by 2030.<sup>1</sup>

In FY24 we completed the measurement of all greenhouse gas (GHG) emissions, for both direct and indirect emissions, which includes Scope 1-3 emissions for FY23 and a comparative to our baseline year (FY22) reported in last year's Sustainability Report.

#### 7,272 TCO<sub>2</sub> total scope 1-3 emissions

##### Definition:

**Scope 1** – Direct emissions from sources which HUB24 owns or controls.

**Scope 2** – Indirect emissions from electricity consumption.

**Scope 3** – All other indirect emissions that occur in the value chain

#### HUB24 Scope 1, 2 and 3 emissions (TCO<sub>2</sub>e)

Scope	GHG Protocol Category	Emissions description Emission Source	FY Emissions	
			FY23	FY22 (Baseline)*
1	Fugitive emissions	Refrigerants	2.35	2.35
2	Purchased electricity	Electricity (location-based method, Scope 2)	239.89	233.14
<b>Sub-total (Scope 1 and 2)</b>			<b>242.24</b>	<b>255.45</b>
3	All other indirect emissions that occur in the value chain		7,029.62	4,924.19
<b>Total</b>			<b>7,271.86</b>	<b>5,159.68</b>

#### Progressing towards net zero emissions by 2030 (Scope 1 & 2)

Following the completion of an initial phase to baseline our emissions in FY23, this year we undertook climate-related risk and opportunity assessments and established HUB24's emissions reduction plan to drive our strategy towards our commitment of net zero emissions by 2030. This included introducing initiatives to reduce Scope 1 and Scope 2 emissions and assess additional ways to improve our environmental impact. As leases were ending, we sought new, more energy-efficient office spaces, as outlined in the table below, which will have a direct impact on Scope 1 and Scope 2 emissions. The next phase of our strategy is to further reduce our Scope 2 emissions by moving to GreenPower accredited renewable energy.

#### HUB24 Scope 1 and Scope 2 emissions (TCO<sub>2</sub>e) by location\*

Location	FY23 - Scope 1	FY23 - Scope 2	FY23 - Total Scope 1 & 2	FY22 (Baseline)*
580 George St, Sydney	0	66.51	66.51	73.36
7 Macquarie Pl, Sydney	2.35	60.84	63.19	50.36
518 Brunswick St, Brisbane	0	59.74	59.74	59.27
Sydney, Castle Hill	0	17.75	17.75	24.69
2 Corporate Ct, Bundall	0	12.57	12.57	10.91
500 Collins St, Melbourne	0	9.99	9.99	10.65
Oxley Rd, Hawthorn	0	6.87	6.87	0
Upton Street, Gold Coast	0	5.62	5.62	6.25
<b>Total*</b>	<b>2.35</b>	<b>239.89</b>	<b>242.24</b>	<b>235.49</b>

\*FY22 baseline scope 1 and 2 emissions are 20 TCO<sub>2</sub>e lower than as shown in the FY23 Sustainability Report due to disclosures for electricity emissions now being based on a market-based method rather than a location-based method.

1. Our Net Zero by 2030 target includes Scope 1 and Scope 2 emissions. Scope 3 emissions will be explored separately.

## 6. Social

### Building energy ratings for HUB24 and Class principal offices

The following table shows the building energy ratings for our principal offices, which remain in the excellent/good ratings for energy efficiency. During FY24, we have focused our leasing strategy on securing more energy efficient premises as leases come to an end, moving some offices into more efficient spaces including moving from 518 Brunswick St, Brisbane and consolidating multiple offices in Melbourne into one space. In FY25, we will move from our principal Sydney office to a more energy efficient office.

Our current offices and impact of new offices are shown below:

Building	Rating	New office rating (if moving)	Current year rating	Prior year rating
<i>Principal offices</i>				
7 Macquarie Pl, Sydney (new office late 2024)	NABERS Energy	5.5	5	5
	NABERS Water	4.5	4.5	4.5
	NABERS Indoor Environment	6	None	None
	NABERS Carbon Neutral	Yes	None	None
580 George St, Sydney	NABERS Energy	Continuing lease	6	5.5
580 George St, Sydney	NABERS Water		4.5	4.5
580 George St, Sydney	NABERS Waste		4	3.5
580 George St, Sydney	NABERS Carbon Neutral		Yes	Yes
<i>Other offices</i>				
518 Brunswick St, Brisbane (new office in April 2024)	NABERS Energy	3.5	3	3
	NABERS Water	4	None	None
500 Collins St, Melbourne (new office in May 2024)	NABERS Energy	5	3.5	3.5
	NABERS Water	5	4.5	5
	NABERS Waste	4	None	None
	NABERS Indoor Environment	4	None	None
2 Corporate Ct, Bundall	NABERS Energy	Continuing lease	5	5
2 Corporate Ct, Bundall	NABERS Water		4	4

## 6. Social

### Scope 3 emissions

In FY24 we continued to measure scope 3 emissions which includes all other indirect emissions that occur in the value chain. In FY23, these were impacted by increased FTE and the acquisition of myprosperity (and associated premises) in May 2023.

#### HUB24 Scope 3 emissions (TCO<sub>2e</sub>) by GHG Protocol Category

Measure of success	FY23	FY22
Purchased goods and services	5,422.44	3,541.66
Capital goods	334.8	298.19
Fuel and energy related activities	32.32	28.03
Upstream transportation and distribution	17.21	16.71
Waste generated in operations	34.76	32.37
Business travel	285.71	180.87
Employee commuting	865.71	753.44
Upstream leased assets	7.40	4.60
Downstream leased assets	0.10	0.08
Investments	29.17	68.24
<b>Total</b>	<b>7,029.62</b>	<b>4,924.19</b>

#### MEASURE OF SUCCESS AND TARGETS

Measure of success	FY24 result	FY25 target
Carbon neutral by FY2030 (net zero Scope 1 and Scope 2 emissions by 2030)	Progress achieved Emissions reduction plan established and initial actions executed around leasing	Tangible progress demonstrated around energy reduction Opt in to GreenPower renewable energy across all properties

## Conclusion

HUB24 recognises the importance of ESG issues and remains committed to continually evolving and maturing our approach to sustainability for the long-term prosperity of our customers, people, shareholders and the broader community.

During FY24 we have delivered on our objectives and over the coming year, we will continue to enhance our sustainability approach and further embed our strategy across all areas of our business to deliver on our purpose of empowering better financial futures, together.



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